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USAID Economic Growth Through
Sustainable Tourism Project

C5 Support Aqaba Destination Promotions Develop Aqaba Marketing Implementation Plans

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ECONOMIC GROWTH THROUGH SUSTAINABLE TOURISM PROJECT

C5 SUPPORT AQABA DESTINATION PROMOTIONS

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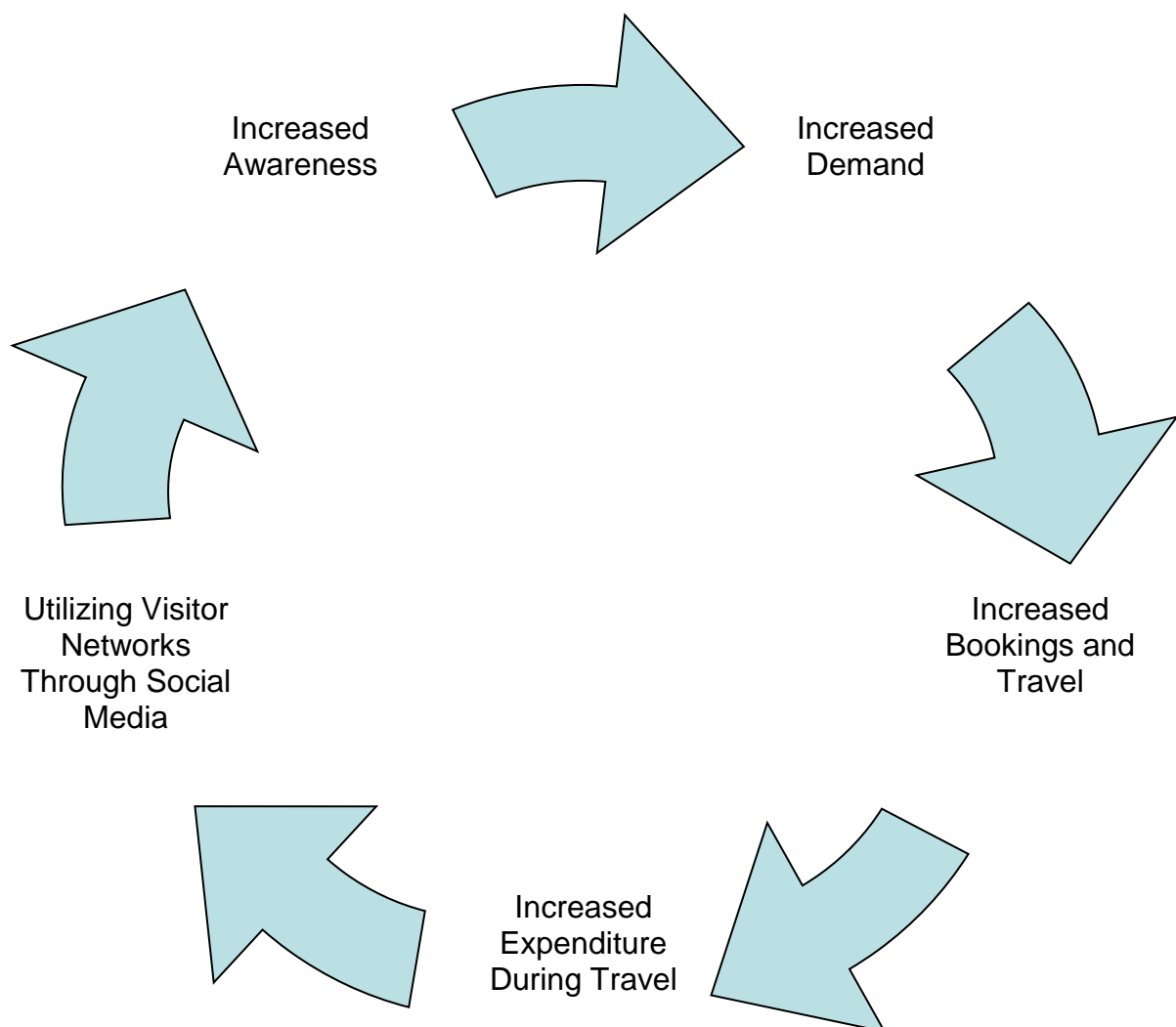
EXECUTIVE SUMMARY

The ASEZA 2014 Marketing Plans builds upon the Update of Aqaba Marketing Strategy 2013 – 2015 with the key objective of supporting target marketing and in turn:

Figure 1: Key Objectives

- Growth in visitor numbers, revenue and employment
- Extend length of stay
- Business Development Capacity Increased

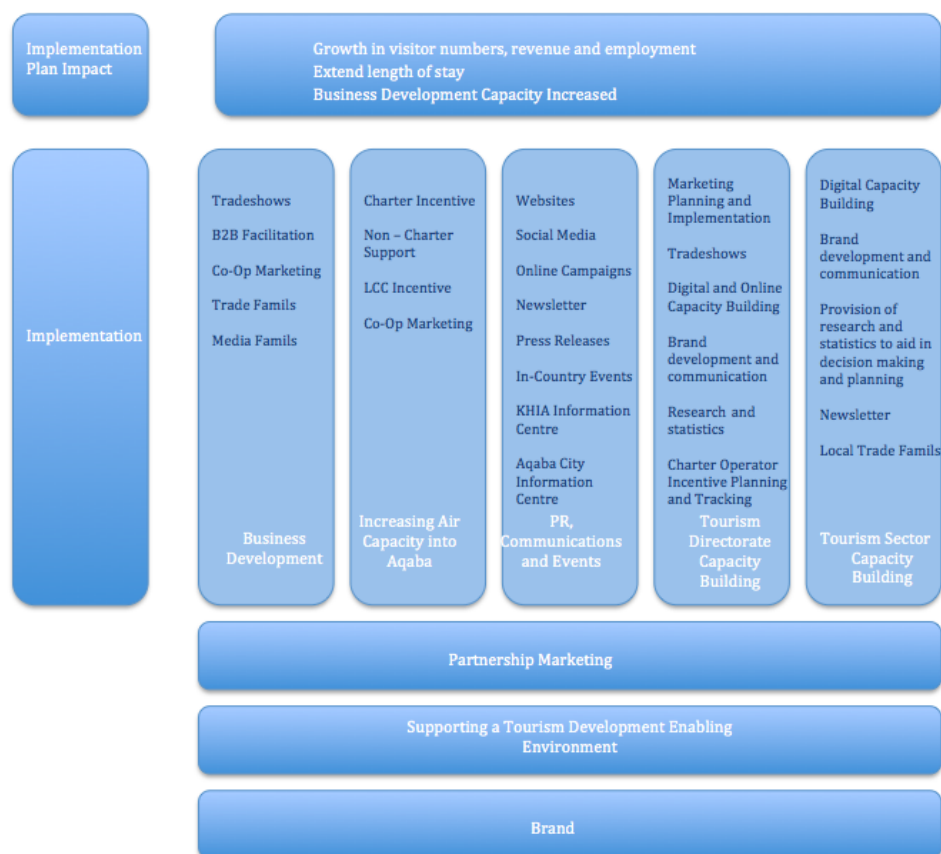
With the key objective of sales, focus will be given across the purchase cycle from raising awareness of Aqaba's products and experiences, increasing demand, through to increased bookings and travel, and increasing expenditure while utilizing visitor networks through social media.



While ASEZA have a primary focus on supporting the development of tourism to Aqaba, they do not have direct representation internationally. It has been agreed that, at this stage, to undertake all international marketing projects directly would be beyond both human and financial capacity. Further, it is agreed that

maximizing spend on pure marketing efforts, while minimizing overheads, such as offices etc. overseas, is critical.

Figure 2: Marketing Plan



As a result of active research and individual and team discussions, it has been agreed that to support the most strategic marketing and enable the highest positive impact, ASEZA will focus on three key mediums of marketing support, the first through the development of partnership marketing; that is development of strategic partnerships on pre-agreed joint activities with strategic partners in key markets internationally; the second through focus on an enabling environment and provision of strategic tools and support to enable industry partners to develop and grow tourism business to Aqaba; and underlying focus on delivery of a strong Aqaba brand and brand message communication that will underpin all work undertaken.

Strategic Marketing Through:

Figure 3: Strategic Marketing



Implementation activities will focus on the five main strategic objectives of business development; increasing air capacity; PR, Communications and Events; Tourism Directorate Capacity Building and Tourism Sector Capacity Building. Key tools and activities have been designed across the marketing implementation plan and by individual target market, based on each strategic objective.

Figure 4: Strategic Objectives



PARTNERSHIP MARKETING

A partnership between the public and private sector to achieve tourism growth in a focused and strategic manner is imperative. While investment in strategic development to attract the highest potential markets and support growth is critical, supporting investment opportunities through incentives, regulations and policy is vital.

While supporting an increase in media coverage and international trade engagement is crucial, it is beyond ASEZA's human and financial resources to undertake roadshows, local trade feedback suggests same. Therefore, ASEZA has commenced a plan to engage pre-qualified media and trade in an, extensive but targeted, media and trade familiarization program that includes a B2B networking and one-on-one meetings event.

As ASEZA do not have international representation, the vast number of projects will be undertaken in partnership with industry partners. It is critical for effective implementation that, though a large number of partner projects have thus far been agreed, all marketing partner projects must be agreed in advance and commitments made to undertake all strategic marketing projects. Examples of marketing partnerships to enable implementation include:

JTB

ASEZA will facilitate key deliverables specifically for Aqaba region while, where relevant, i.e. where JTB have market based representation, utilizing JTB capacity and supporting the JTB agenda to increase the number of tourists to the destination and increase the value of tourism to Jordan. In destinations where the JTB has a presence, ASEZA will utilize JTB's network through the JTB MBRs. While ASEZA will work with JTB to maximize the inclusion of Aqaba in existing traffic to Jordan, collaboration is underway with JTB to deliver individual projects directly and through their MBRs in the countries where they have representation. Activities include:

In-Market Facilitation of Media and Trade Familiarizations

While a number of the trade press trips are being facilitated directly by Turkish Airlines and ASEZA, JTOA will provide input on participation on the remainder, utilizing the JTB MBR network to facilitate the remainder of familiarizations, through engagement of key players in market and ensuring JTB MBR awareness of engagement in market is imperative. All trade familiarizations will include a B2B networking event in Aqaba and will focus on a minimum four night stay in Aqaba (or two nights Aqaba, one Wadi Rum and one in Petra).

Action

- Confirm market engagement requirements with JTB as early as possible to ensure that the best participants are engaged. In addition JTB MBRs will know of black-out periods which can be assessed with Turkish Airlines and/or RJ black-out periods, to organize familiarizations at the best time.
- Ongoing collaboration with Turkish Airlines/RJ in regards to seat availability.
- Familiarizations to include experiences that represent product focus per market in implementation plans.

Facilitate Trade and Media Attendance of Aqaba Events in Markets

Utilizing the JTB and JTB MBR network in markets to facilitate attendance at ASEZA organized events such as the possible receptions, with the Royal Falcons, at the Jordanian Embassy/Ambassador's residence is

important in order to ensure attendance by key participants and to maintain awareness with JTB and JTB MBR of in market events.

Actions (once confirmed with Royal Falcons and Jordanian Ambassador in each market)

- Update JTB on events
- Engage JTB MBRs to facilitate attendance (as early as possible – at least one month in advance) and confirm distribution list for press release
- Develop press release on event for distribution through JTB MBR networks – prepared prior to event – sent out with photos immediately after the event

Distribution of Aqaba Newsletter through the JTB MBRs

In order to raise awareness of Aqaba region with JTB MBRs and the markets they represent, a revised Aqaba Newsletter will be distributed to JTB for distribution to and by JTB MBRs. (*see Aqaba Newsletter Brief Annex 6*)

Press Coverage

While ASEZA do monitor press clippings as a result of the press trips they organize directly, it is important that ASEZA are aware of all press coverage of Aqaba region in market. This will assist ASEZA in understanding the perception of Aqaba region in market and aid in decision making as to further coverage and activities. Relevant press clippings can then be posted on the Aqaba website, Facebook page etc. Therefore, ASEZA have requested that all press clippings and links be provided to them when there is media coverage of Aqaba.

Tradeshaw on Stand Events

ASEZA would like to have a trade and media event at the Jordan stand to present news and updates about Aqaba region, including existing and new products and experiences, development progression announcements, tourism numbers and tourism development activities. Brand messages will underpin presentation while a focus on engagement of participants to work collaboratively on the development of tourism to Aqaba going forward. A press release, to be developed and distributed to those in attendance at the event *AND* (with information on the tradeshaw on-stand event) to all trade media – to the specific market for single country tradeshaws, trade media internationally for ITB and WTM.

Market Profiles

ASEZA would like to update market profiles previously developed by JTB and USAID/Jordan Tourism Development Project in order to aid in decision making. Key updates required include:

Travel Trends of the UK Market

- Outbound Trips
- International Travel Expenditure
- Seasonality & Average Length of Stay
- UK Traveler Profile

Access & Transport

- Airports
- Access
- Airline Routes to Jordan

UK Travel Planning & Booking

- Travel Formalities
- Travel Decision Making & Bookings
- Tour Operators & Travel Agencies
- Online Travel

Media

Image & Perceptions of Aqaba and Jordan

Prospects

ROYAL JORDANIAN AIRLINES

Collaboration is underway with Royal Jordanian (RJ) to develop partnership marketing activities in key markets. In order to maximize partnership potential a three-pronged approach is being utilized through collaboration with RJ Aqaba, RJ Head Office Marketing and RJ Europe Senior Management. Key objectives include the support of trade and media familiarizations from key markets and co-op marketing. Utilization of the RJ international office network and business relationships to target the most strategic trade and media is critical.

TURKISH AIRLINES

A partnership with Turkish Airlines has been facilitated, with Turkish Airlines committing to host approximately 140 trade and 92 media on the familiarization program. A major focus of this partnership will be on utilizing the Turkish Airline in-market network to work with ASEZA on targeting and hosting pre-qualified trade familiarizations. While the focus of the familiarization is to promote Aqaba and support development of business to Aqaba, a B2B networking event between the visiting international trade and local trade will be a key feature of each visit. Trade media will also be hosted, where possible on trade familiarizations, to develop destination and business stories for the tourism trade in source markets. Consumer/Tourism media familiarizations will also be supported to develop awareness and demand with the consumer in each source market. This element of the plan will result in hosting

- Approximately fourteen source country trade familiarizations (approximately ten trades in each familiarization group, total trade approximately 140). In addition to the familiarization, a B2B networking event that includes scheduled rapid one-on-one meetings between visiting tourism operators and local tourism operators will be facilitated. The focus of the familiarization and the trade meetings will be on using Aqaba as a base for a minimum of three nights.
- Approximately eleven source country Media familiarizations trips will be undertaken (approximately 8 media per familiarization group, total media approximately 92).
- Approximately two group dive trade/media familiarization trips from five source country markets (approximately 10 pax).
- Three individual dive media familiarizations (outlined in Diving Implementation Plan, six pax).

Leveraging the Turkish Airlines trade and media network in each source market is critical. The potential opportunity to access Turkish Airlines preexisting trade and media relationships in each source market is paramount for ASEZA.

Further collaboration such as Aqaba being featured in the high circulation Turkish Airlines “Sky Life” is in advanced discussions, with a request for Petra to be featured on the front cover. (*See Partnership Marketing ASEZA/Turkish Airlines Annex 1*)

ROYAL FALCONS

The Royal Falcons, celebrated internationally, tour international air shows on an annual basis. The majority of these air shows attract an enormous number of spectators. Further, the Royal Falcons are interviewed by local television and print media. Provision of quality images and footage that could be broadcast to support these interviews will support increased destination coverage at no cost.

Though the 2014 tour has not been confirmed, based on consultation, it is quite likely that the UK will feature on The Royal Falcons 2014 program, as well as Switzerland who will host what is deemed to be the biggest airshow in 2014 as they celebrate 100 years of the Swiss Air force, 50 years of Patrole de Suisse and 25 years of the PC7 Team. While other locations may present opportunities, ASEZA will utilize the opportunity in the UK, one of Aqaba’s primary markets and Switzerland, the nationality of Burckhardt who discovered Petra, to host tourism trade and media at the Jordan Embassies in London and Geneva respectively.

The events will be organized in collaboration with the Jordanian Embassies in London and Geneva, the Royal Falcons, JTB and JTB MBRs.

Actions

- Provide Royal Falcons with quality broadcast footage and images.
- Provide engaging information for distribution

- Develop a register that collects interested spectator name, country and email address – for those who would like further information/to receive the Newsletter
- Request Royal Falcons to email after each show to ensure speedy reply and ongoing engagement
- Confirm schedules and participation with Royal Falcons
- Agree on information and collateral distribution at air shows
- Confirm Royal Falcon participation at events
- Engage relevant Ambassador participation
- Engage JTB MBRs as early as possible/at least one month in advance of event to ensure key trade and media attendance
- Develop and distribute press releases in each country, and locally in Jordan

SUPPORTING A TOURISM DEVELOPMENT ENABLING ENVIRONMENT

A customized combination of tools and projects are required for each market, driven by areas of growth potential of each source market, implemented in partnership with key trade partners and focusing on increasing demand and conversion at each stage of the purchase cycle. Increasing demand by the consumer and supporting an enabling environment for the tourism trade is the primary objective.

Implementation tools and projects include the following:

Increasing air access from priority markets is imperative to tourism growth, therefore maintaining the incentive program to support charter airlines/tour operators from key markets, partnering with Turkish Airlines to promote Aqaba, undertake trade and media familiarization trips and provide B2B networking between source markets trade and Aqaba trade, as well as attracting new facilitators is key.

KHIA DEPARTURE TAX REMOVED

The newly removed JOD40 per person departure tax for tourists departing KHIA could be a very positive news story and welcomed by charter operators in particular.

Action

- Develop and distribute press release ASAP through local networks, databases, travel trade, travel trade media and JTB MBR network.

CHARTER INCENTIVE

While there has been some success as a result of the Charter Incentive Program, it has not been fully utilized in all markets. ASEZA will further promote the charter incentive that supports operators that result in a minimum five night stay in Aqaba. Experience to date has shown that charter operators supported have resulted in an increased length of stay of between 7 – 14 nights (9.2 average) in Aqaba thereby supporting an increase in visitor numbers, extending length of stay and expenditure in Aqaba.

Further, while some local tour operator feedback suggests that the incentive is not enough in the current environment, the co-op marketing element, aimed at supporting business development, has not been utilized. Engaging existing and future charter operators to implement co-op marketing campaigns to support an increase in actual pax on each charter and therefore support growth in both visitor numbers and overnights is critical. As a key element of individual implementation plans, engagement with operators to develop co-op marketing campaigns in primary markets has been undertaken. Specifically, a major co-op marketing campaign proposal is currently in final development for Sweden, Norway, Finland and Denmark with aims to increase by 4, the number of flights from each source market; a co-op marketing campaign in Belgium that aims to increase visitor numbers from Belgium by 20% in 2014; and a co-op marketing campaign aims to increase visitor number from Hungary by 20%.

A charter incentive budget plan has been developed that includes both pre-determined support and provision for support of targeted new charter operators. (*See Charter Incentive Tracking Annex 5*)

Supporting charter market development through incentive (to include co-op marketing) has been promoted with JITO and individual tour operators. Thus far ASEZA are in final negotiation to support 2 new charter incentives from Russia, support existing markets of Belgium and Netherlands with TUI under a plan that aims to include charters from other primary source markets in the TUI network such as the UK and Germany; a Polish incentive. Further engagement is ongoing to stimulate charter growth from key markets.

Action:

- Promote undertaking of co-op marketing with all incentives to stimulate tourism numbers.
- Promote charter incentive program with focus on key markets not currently utilizing charter program – UK, Germany, Russia
- Promote cut in departure tax at KHIA in Jordan and all key markets through JTB MBRs, press release, website, at tradeshow and in all B2B and networking events

LOW COST CARRIER INCENTIVE

Increasing air access to Aqaba is critical for growth of tourism. While ASEZA have focused on increasing access through charter operators, and there has been an increase in access through the launch of Turkish Airlines into Aqaba, tourism growth in major markets is heavily influenced by the availability of competitive airfares provided by low cost carriers (LCC). However, provision of support for low cost carriers to introduce flights on a new route is common. ASEZA do not currently offer an incentive for low cost carriers. ASEZA have therefore requested support in the development of an incentive for low cost carriers.

Action:

- Develop LCC incentive
- Promote undertaking of co-op marketing
- If successful in attracting LCC - promote non charter co-op marketing in source markets
- Promote cut in departure tax at KHIA in Jordan and all key markets through JTB MBRs, press releases, website, at tradeshow and in all B2B and networking events

NON CHARTER CO-OP MARKETING

Following consultation with JITO and JITO selected members, it is proposed that ASEZA co-op marketing support will be provided to stimulate demand for Aqaba in key source markets. If agreed by the Board, provision of support could be provided through applications to be made for co-op marketing support in key source markets and will be evaluated under clear support criteria. All contribution will be on a dollar for dollar basis up to a total ASEZA contribution of \$20,000, per source market per partner, i.e. in key markets where ASEZA deem there is sufficient growth potential, ASEZA may support campaigns with more than one partner.

Prequalification Conditions

- The prospective partner should inform ASEZA of the start and finishing dates of proposed marketing projects together with a clearly outlined plan including target markets and mediums to be utilized and why.
- All marketing projects should promote or include a minimum stay of FOUR nights in Aqaba (or two nights at Aqaba hotels, one in Wadi Rum and one night in Petra)
- All partners will be requested to match the co-op scheme and provide proof of all costs.
- A letter of commitment will be issued by ASEZA stating conditional approval.

A concept paper has been prepared and will be presented with the ASEZA Action Memo to be presented for Board Approval (*See Co-Op Marketing Paper Annex 3*)

Action: (based on Board approval)

- Promote Co-Op Marketing Program with local trade through JITO, directly to operators and through JTB and JTB MBRs
- Track all co-op marketing activities and results

TRADESHOWS

A plan has been developed for ASEZA participation in key tradeshow, both standalone with industry and those in partnership with JTB. Tradeshow Training has been undertaken one-on-one for ASEZA participants representing ASEZA at tradeshow and full group training for the Tourism Directorate in order to support best return on investment from tradeshow. Target meetings are being pre planned for all tradeshow; all contacts and collaboration will be included in a database to aid follow-up and further communication planning.

ASEZA plan to undertake an on-stand trade and media event at all tradeshow, to present news and updates about Aqaba region, including existing and new products and experiences, development progression announcements, tourism numbers and tourism development activities. Brand messages will underpin

presentation while a focus on engagement of participants to work collaboratively on the development of tourism to Aqaba going forward. A press release, to be developed and distributed to those in attendance at the event *AND* (with information on the tradeshow on-stand event) to all trade media – to the specific market for single country tradeshow, trade media internationally for ITB and WTM.

Action:

- Develop target list of operators and trade media at all tradeshow
- Meetings arranged with target list
- Undertake meetings at ITB being set up with local tour operators – Bridge Travel (Air Berlin, Condor/Thomas Cook), Jordan Tours (TUI – for existing and other markets in their extensive network), Thuraya Travel (Top Travel – French Charter operator)
- Arrange and meet with charter operators such as Jet2 (UK charter) who showed interest at World Routes and Air Astana (Kazakhstan – growing market), EasyJet – LCC, Lufthansa – to continue discussions undertaken in attracting the network to Aqaba (German market and feeder markets such as US market)
- Promote undertaking of incentive and co-op marketing
- Organize trade/media event on stand to promote Aqaba – present news stories, products and experiences (liaise with JTB in particular for JTB organized tradeshow)
- Develop and distribute press release

PR, COMMUNICATIONS AND EVENTS

It is vital to increase awareness of Aqaba region and the products and experiences available, ASEZA will therefore deliver on a number of activities aimed at building awareness, conversion to bookings and support an increase in expenditure in Aqaba. Activities to be delivered across online and offline mediums will target the tourism trade internationally and locally as well as the consumer.

In order to increase direct engagement, databases are being developed for all trade, trade media and consumer/travel media. Further a database of all dive centers and dive associations in UK, Germany and France have been developed; Belgium, Netherlands, Austria and Switzerland are under development.

NEWSLETTER

Based on ASEZA experience and review of the level of coverage and knowledge on the depth of culture, experiences and product in and within easy reach of Aqaba is low. If Aqaba is to increase demand for the destination, increase visitor numbers and overnights in Aqaba and increase spend by visitors in and within easy reach of Aqaba, then raising awareness in an engaging format is critical.

A bi-monthly newsletter that highlights news, new developments and themed stories on Aqaba region will be developed and distributed through the ASEZA trade and media database, through JTB MBRs, etc. Further, to increase engagement and provision of research to aid planning to the local tourism sector as well as increase awareness of the products, experience and events in and around Aqaba, an additional section covering results and insights will be included in the newsletter distributed to the Jordan tourism trade. (*See Newsletter Brief Annex 6*)

Action:

- Finalize topics for each newsletter
- Brief editor on each edition
- Provide statistics to editor for each edition to be included in the Jordan trade section
- Distribute through all databases, online, through JTB, JTB MBRs, local trade, international trade and media

PRESS RELEASES

ASEZA aim to deliver at least one consumer/tourism press release a month, one dive press release and trade media press releases for each trade family, tradeshow attended and when trade news opportunities such as new developments, e.g. removal of departure tax etc. arise.

Action:

- Finalize topics for calendar of press releases (draft attached Appendix x)
- Develop targeted press releases based on events, news and opportunities
- Distribute through relevant databases, online, through JTB, JTB MBRs, local trade, international trade and media

KHIA TOURISM INFORMATION CENTRE

In order to support an increase in tourist activity and expenditure; to reach those tourists who arrive by air, ASEZA will develop a small information center to provide tourism information on things to do, see and experience in Aqaba and within easy reach of Aqaba. A space, in the arrivals hall where visitors await luggage, has been agreed between ASEZA and KHIA. Schematic designs have been produced by USAID Jordan Economic Growth Through Tourism Project and full designs for implementation are underway. (See *SOW KHIA Information Centre Design Consultant Annex 13 and KHIA Schematic Designs Annex 14*)

While new staff need to be sourced and trained in providing tourism information, soft skills and maintaining service and quality standards, it is planned that existing staff at the Aqaba City Information Centre will supervise and manage the KHIA Tourism Information Centre.

Action:

- Collaboration with USAID Jordan Economic Growth Through Tourism Project designer on final designs
- Finalize RFQ
- Contract design
- Train staff (undergo Concierge Training being delivered with USAID Jordan Economic Growth Through Tourism Project in June)
- Include brochures and flyers promoting on-going and scheduled activities on stand
- Develop staff roster

Aqaba Hotel Concierge

Hotel concierge training including both classroom training and a familiarization of products and experiences will be undertaken to increase the level of service of concierge and increase the provision of usable information to visitors. To support staff development new and existing information centre staff will also participate in concierge training.

ASEZA have also introduced a concierge awareness program on products and experiences, through invitation to all Concierges on components of pre-scheduled familiarization s. The first experience to be promoted with Concierge is the 1916 Hejaz Rail experience.

Action:

- Develop target list of hotels with USAID Jordan Economic Growth Through Tourism Project
- Provide USAID Jordan Economic Growth Through Tourism Project with target list of products and experiences to include in training
- Develop roster for information centers in order that information Centre staff can attend training

DIGITAL, SOCIAL MEDIA AND ONLINE MARKETING

While traditional marketing is necessary, the rapid development in digital platforms means that Aqaba should be able to reach their audience through the digital environment at a time when an increasingly large number of visitors are utilizing digital mediums to not only research and book travel online but, push out content to their personal networks through social media and access information on the ground at tourism sites and experiences through digital tools and applications.

A Scope of Work for Digital Consultant has been developed to support development in three key marketing areas outlined below (See *SOW Digital Consultant Annex 12*). To support digital marketing capacity of the ASEZA Tourism Directorate and the Tourism Sector, specific activities have been outlined in Developing Capacity of the Tourism Directorate and in Developing Capacity of the Tourism Sector chapters.

AQABA DIGITAL MARKETING AND COMMUNICATIONS PLAN:

Aimed at increasing awareness and conversion to sales in Aqaba's primary and secondary focus markets through digital and social media, and aligned with Aqaba tourism marketing strategy and integrated in the overall specific key source markets marketing plans, the intended plan needs to address purchase cycle at all phases with specific attention to conversion and user generated content (UGC) to increase targeted content distribution in key markets.

- Review Aqaba marketing stagey and plans

- Review current and past online activities, websites, online tourism information and campaigns.
- Conduct a digital and social media competitive analysis of three of Aqaba's competing destinations (ASEZA to name)
- Identify and create target market online personas based on existing Aqaba marketing strategy and plans
- Facilitate focus group meetings and discussions with private sector, for the purpose of presenting the draft digital marketing and communications plan and finalizing the plan with their input.
- Develop ASEZA's digital marketing and communications goals, conversion paths, and key performance indicators (KPIs) and set up reporting dashboards with baseline data obtained from Google analytics and social media metrics
- Conduct a keyword analysis to identify and prioritize targeted keywords for search engine optimization and pay-per-click advertising campaigns
- Develop a 12 month editorial calendar to guide content development for ASEZA's website, blog, social media, and e-marketing newsletters based on keyword analysis and target market online personas
- Develop ASEZA's social media strategy and management plans for Facebook, Twitter, Trip Advisor, Instagram, YouTube, Pinterest, Google+, Flickr, and Foursquare
- Develop ASEZA's e-marketing strategy and management plan including the development of e-newsletters and email workflows
- Develop recommendations for reaching target audiences through online brand banner and keyword advertisements using display ads, pay-per-click (PPC) advertising, retargeting, and social media advertising.

DEVELOPMENT OF COOPERATIVE DIGITAL MARKETING CAMPAIGN CONCEPTS

- Review previous campaigns developed by ASEZA or the private sector specifically for Aqaba.
- Participative planning sessions with the Tourism Directorate Team.
- Facilitate focus group meetings and discussions that will be organized by ASEZA with the trade, for the purpose of campaign concept development.
- Based on input, develop concept for review and remarks from ASEZA and USAID Tourism Project, and finalize accordingly
- Develop Request for Proposals for digital and social media advertising companies to develop and implement the campaign
- Develop campaign communication materials to be used to solicit cooperative support from the private sector that outlines campaign concept and opportunities for participation

DEVELOP RFP TO REVAMP AQABA AND WADI RUM WEBSITE

A more user friendly and engaging Destination Aqaba and Wadi Rum websites are required. The website should provide themed experiences and product within and within easy reach of Aqaba and Wadi Rum, should support and be updated and addressed in all marketing efforts and should provide direct links to all tourism entities listed as well as information on tourism services and information that tourists and potential tourists may require. Specific activities include:

- Review ASEZA's new draft website outline and desired website functionality
- Work with ASEZA's marketing team to finalize website outlines, wireframes, technical requirements,
- Develop RFPs for revamping and updating ASEZA website (Aqaba and Wadi Rum), according to international best practices, where social media and UGC and reviews are key components

SOURCE MARKET IMPLEMENTATION PLANS

Supporting target market development of the most lucrative target segments for Aqaba is imperative. This needs to happen through identification and support for the highest potential source country markets and niches that provide the best alignment with Aqaba's assets, culture and resources. Supporting the business development capacity of the sector to target these markets and niches, and increase destination demand across the purchase cycle from awareness, to preference, to consideration, to intention, booking and actual travel can only be effective with concentrated efforts from across the sector.

A Marketing Implementation Plan Spreadsheet Template has been developed to manage and plan key activities throughout 2014 (*See Marketing Implementation Plan Annex 8*).

TARGET MARKETS AND NICHES

While traditionally the majority of foreign tourists that visit Aqaba did so as a part of a tour of Jordan that commences and ends in Amman, there has been some success with charter business, particularly from Nordic countries, Belgium and Hungary, that use Aqaba as a hub destination and therefore support extended stay in Aqaba.

To increase the length of stay in Aqaba and shift foreign visitor seasonality challenges, charters to Aqaba must be a key focus for growth. The Turkish Airlines offering to arrive in one Jordanian port and depart from the other also provides an opportunity for Aqaba to extend length of stay.

Four key marketing objectives:

- Increase tourism arrivals to Aqaba from the most lucrative source markets throughout the year with specific emphasis on the low season during the Summer months, and in December/January
- Increase tourism overnight stay by 2 nights to 4 nights (2013 average 2.1 nights)
- Increase hotel occupancy to a minimum of 65% by the end of 2015 (2013 average 42%)
- Increase charter flights and charter flight commitment (supporting increased length of stay)

While actual implementation plans were request for seven markets, the tools developed can be utilized across all agreed markets. Following are actual implementation plans for UK, Germany, Russia, Sweden, Norway, Denmark, Finland, France, Belgium, Poland and Diving (primary focus UK and Germany, secondary focus Belgium, Netherlands, Austria and Switzerland)

UK IMPLEMENTATION PLAN

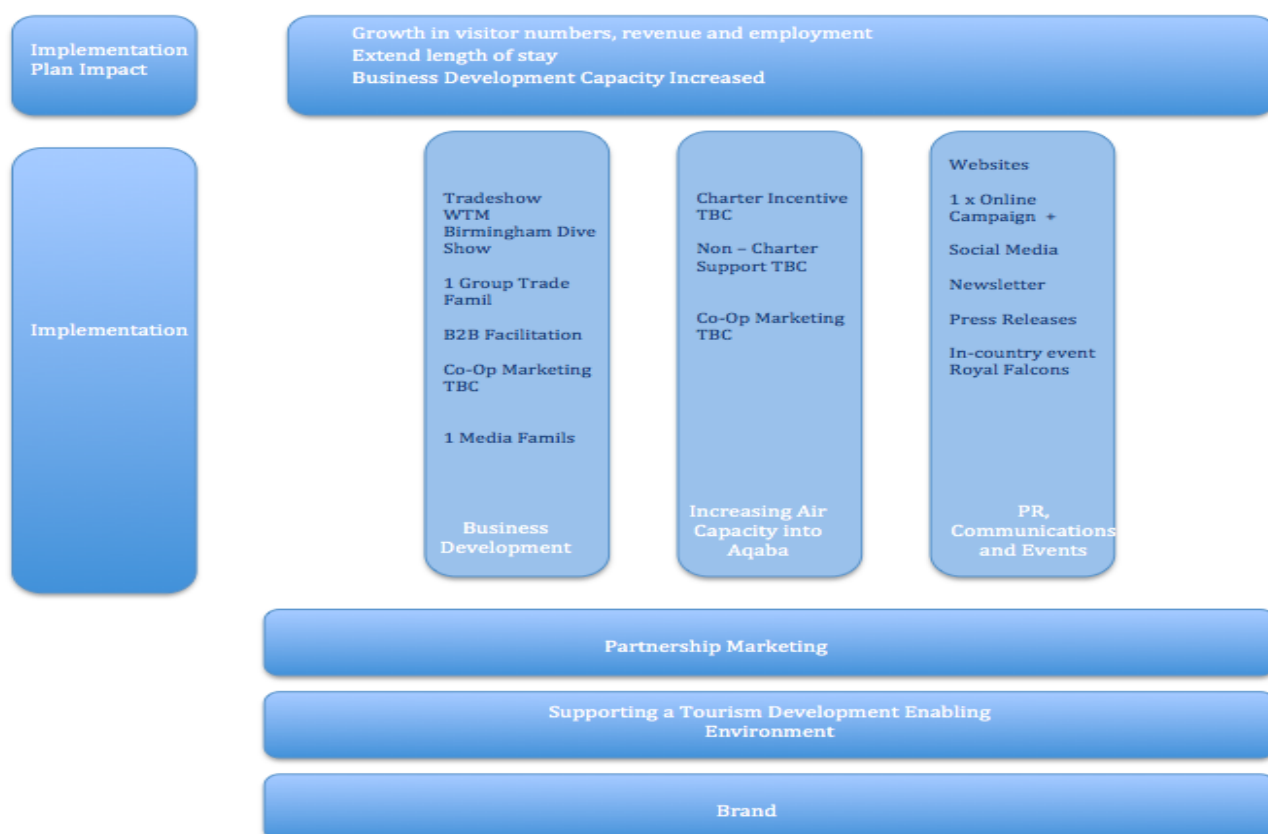
MARKET IMPLEMENTATION PLAN UK

Market Focus as Per Updated Aqaba Marketing Strategy 2013-2015

- The population is ageing and older visitors can stay longer. This is the market segment for Aqaba, not the younger 'party set' who go to cheaper resort areas. Aqaba marketing needs to reflect the needs of this segment in particular. Demographics will have a significant impact on outbound tourism in the coming years and Aqaba is well positioned if resort quality improves.
- There is excellent potential to target specialist groups such as diving clubs, nature and bird-watching associations, heritage societies and so on.
- Aqaba's UK charters have been a considerable success, especially in proving that Aqaba can attract and retain up-market and older visitors. It would be foolish however to assume that current charters will continue without improvements in product and the development of new product. The market is increasingly well travelled and demanding and will increasingly seek to sample new destinations.
- A vast array of on-line booking opportunities is now available from OTAs: Expedia; inute.com, e-bookers, Opodo, Octopus etc. The increasing trend is that operators and retailers are promoting their own products and packages via their own bookable websites.
- Special interest print and Internet marketing campaigns should be mounted. There are numerous well-travelled special interest groups (diving, bird-watching, heritage groups) and a partnership approach with JTB is needed. Concern about environmental impact has become more mainstream in the UK and continues to influence destination choice by consumers and tourism partners by UK travel trade.

Implementation Plan

Figure 5: Implementation Plan



Business Development

Tradeshow

ASEZA will attend World Travel Mart (WTM) in November and participate as part of the Jordan stand. Key focus will be given to developing air capacity and charter business from the UK market with additional focus given on developing other markets such as France and Germany. A full program of meetings will be developed well in advance of participation. An on-stand event will include a presentation on news and developments in the Aqaba region.

ASEZA will also attend the Birmingham Dive Show as outlined in the Diving Implementation Plan.

Trade Familiarizations

One Trade familiarization will be undertaken as a component of the ASEZA/Turkish Airlines partnership, with a total allowance of 10 seats. The familiarizations will be undertaken with JITO and JTB facilitation. To increase trade coverage it is recommended that trade media participate in the trade familiarizations.

Actions:

- Confirm the planned familiarizations with JITO to get feedback on recommendations
- Engage JTB participation and facilitation
- Develop and distribute press release to UK trade media

B2B Facilitation

A B2B networking and one-on-one meetings event will take place between visiting and local trade during the trade familiarization.

Actions:

- Prepare brief, engaging, market specific presentation
- Send invitations to Jordan trade

Media Familiarizations

Turkish Airlines have committed to supporting a UK media familiarization.

Action:

- Collaboration with JTB on facilitating participation with key media in UK.

Co-Op Marketing

If approved by the Board, the UK is a priority market for joint co-op campaigns under the newly developed Co-Op Marketing Program.

Actions (once approved)

- Engage Jordan trade through JITOA, directly through local operators etc.
- Develop release for JITOA newsletter and distribution to local trade.

Increasing Air Capacity into Aqaba

Charter Incentive

Jet2.com and TUI will be targeted at ITB together with local trade. Engagement and delivery of charter incentive scheme has been provided, requests for meetings have been sent. TUI date and time confirmed, Jet2.com engaged - TBC

Co-Op Marketing

If the introduction of charters is successful, a co-op marketing campaign will be included with partner charter operators.

Non Charter/LCC Incentive

Communications have begun with EasyJet to discuss potential capacity into KHIA.

PR, Communications and Events

Online Campaign

The UK will be targeted through an online campaign under Digital SOW, potentially through the co-op marketing campaign with TUI /Jet2.com etc. and through the Diving online campaign.

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

The UK market will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – e.g. removal of departure tax at KHIA, or UK travel agent familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

In-Country Event July – Royal Falcons

The Royal Falcons, celebrated internationally, tour international air shows on an annual basis. The majority of these air shows attract an enormous number of spectators. Further, the Royal Falcons are interviewed by local television and print media. Provision of quality images and footage that could be broadcast to support these interviews will support increased destination coverage at no cost.

Though the 2014 tour has not been confirmed, based on consultation, it is very likely that the UK will feature on The Royal Falcons 2014 program., ASEZA will utilize the opportunity in the UK, one of Aqaba’s primary markets, to host tourism trade and media at the Jordan Embassies in London and Geneva respectively.

The events will be organized in collaboration with the Jordanian Embassy in London, the Royal Falcons, JTB and JTB MBRs.

Actions:

- Confirm schedules and participation with Royal Falcons
- Agree on information and collateral distribution at air shows

- Confirm Royal Falcon participation at events
- Engage relevant Ambassador participation
- Engage JTB MBRs as early as possible/at least one month in advance of event to ensure key trade and media attendance
- Develop and distribute press releases in each country, and locally in Jordan

Product Focus

ASEZA will focus on promoting key products and experiences in UK market as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available.

Product/Market Focus

Current Product Focus

Desert Activities
Diving & Watersports*
Heritage
Summer Sun
Winter Sun

Future Product Focus

MICE
Self Catering/Rentals
Sailing
Events
Family Tourism
Responsible Tourism
Hiking
Shopping
Long Weekend/Short Breaks**

*Diving included specifically in Diving Implementation Plan

** Based on Low Cost Carrier Development

GERMANY IMPLEMENTATION PLAN

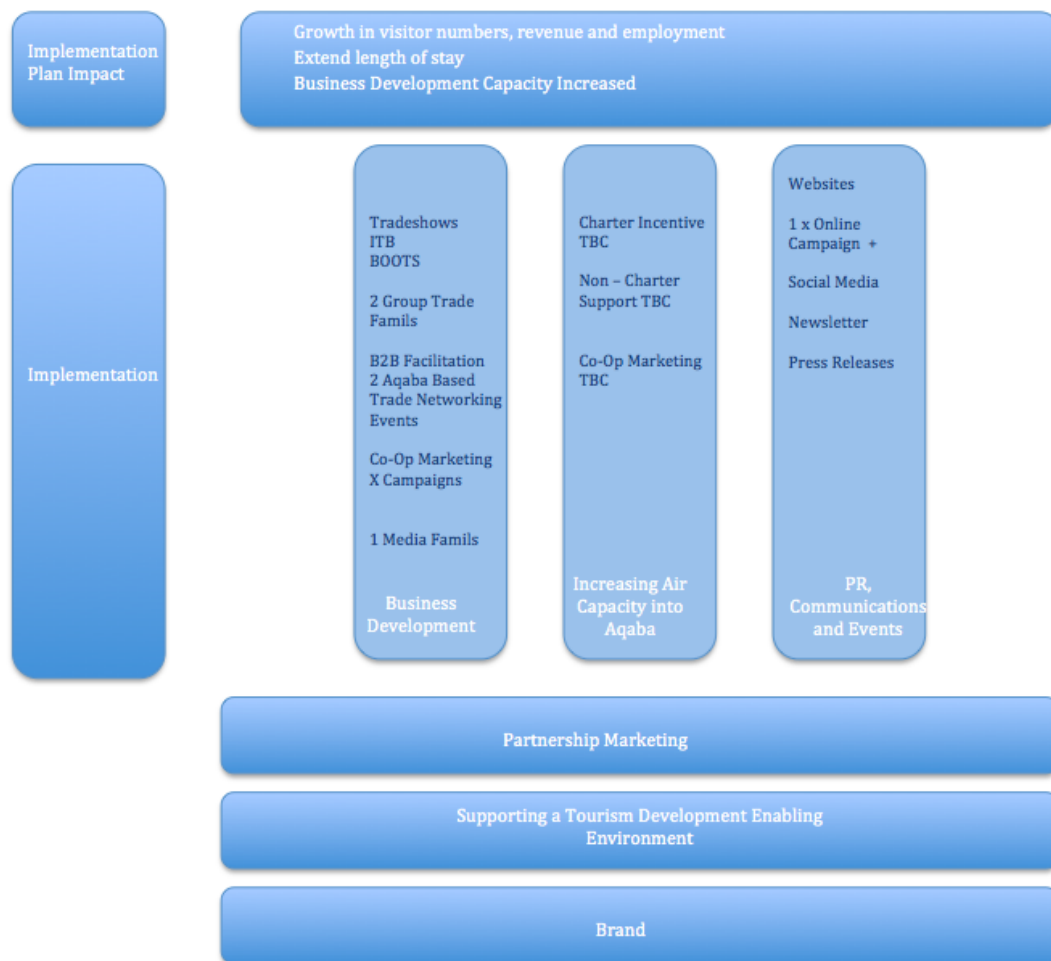
MARKET IMPLEMENTATION PLAN GERMANY

Market focus as per Updated Aqaba Marketing Strategy 2013-2015

- The status of holidays is very important in Germany and a commodity that Germans are least prepared to give up, indicating that this is a good market to target in recessionary times. Germans are interested in most types of product that Aqaba-Petra-Wadi Rum can offer; especially beach, culture and activities. Cleanliness and value for money are important issues.
- There is good potential for special interest products in this market. Diving, desert tourism, city breaks, cruising, etc. all have specialist groups and tour operators that JTB’s market office can target if stimulated by Aqaba.
- Aqaba needs to provide more detailed information in guidebooks and on-line for this market; Germans are greatly influenced by what they read. Travel writers should be targeted. A PR agent is needed, ideally in partnership with JTB.
- Targeting the trade at events like ITB Berlin, CMT Stuttgart, Reisen Hamburg and BOOTS Dusseldorf are important for the Aqaba trade.
- Representation by the private sector at these events must be encouraged, as the value of local authority representation at trade shows is very limited. JTB stands should be used with strong Aqaba visuals.
- The popularity of the Internet in Germany has resulted in a strong increase in online advertising over the past few years. Aqaba should work with partner operators to increase on-line advertising and online campaigns. While Germany was slow to move to online payment, the increase in security online has resulted in Germans to paying online.

Implementation Plan

Figure 6: Germany Implementation Plan



Business Development

Tradeshows

BOOTS Dusseldorf - see Diving Implementation Plan

ASEZA will attend ITB in March and participate under the Jordan stand. A number of meetings have been set up/are being set up for ITB.

- TUI (ASEZA with Jordan Tours) – to support growth in existing business from Belgium & Netherlands and new business from other markets in TUI network including Germany and UK
- Air Berlin (ASEZA with Bridge Travel) – to support new business development from Germany.
- Air Condor/Thomas Cook (ASEZA with Bridge Travel)
- Jet2.com (ASEZA) to support new business development from UK
- Air Astana (ASEZA) to support new business development from Kazakhstan.
- Top Travel (ASEZA with Thuraya) to support charter re-launch from France

ASEZA are planning an on stand presentation during the trade and media event at the Jordan stand to present news and updates about Aqaba region, including existing and new products and experiences, development progression announcements, tourism numbers and tourism development activities. Brand messages will underpin presentation while a focus on engagement of participants to work collaboratively on the development of tourism to Aqaba going forward. A press release, to be developed and distributed to those in attendance at the event *AND* trade media internationally. (Highlight removal of departure tax at KHIA)

Actions:

- Confirm meetings
- Confirm presentation with JTB
- Develop presentation
- Develop and distribute press release directly and through JTB MBRs, trade etc.

Trade Familiarizations

Two trade familiarizations will be undertaken as a component of the ASEZA/Turkish Airlines partnership with a total allowance of 20 seats (2 x 10). In market tour operator engagement will be facilitated by Turkish Airlines for one familiarization. The second familiarization will be undertaken with JITOA and JTB facilitation. To increase trade coverage it is recommended that trade media participate in the trade familiarization.

Actions:

- Confirm the planned familiarization not facilitated by Turkish Airlines with JITOA to get feedback on recommendations
- Engage JTB participation and facilitation
- Send invitations to Jordan trade
- Develop press release for German trade press

B2B Facilitation

A B2B networking and one-on-one meetings event between visiting and local trade for each trade familiarization.

Actions

- Prepare brief, engaging, market specific presentation
- Send invitations to Jordan trade

Media Familiarization

Turkish Airlines have committed to supporting a German media familiarization.

Action

- Collaboration with JTB on facilitating participation with key media in Germany.

Co-Op Marketing

If approved by the Board, Germany is a priority market for joint co-op campaigns under the newly developed Co-Op Marketing Program.

Actions (once approved)

- Engage Jordan trade through JITOA
- Develop release for JTOA newsletter and distribution to local trade.

Increasing Air Capacity into Aqaba**Charter Incentive**

Condor (Thomas Cook) and TUI will be targeted at ITB together with local trade. Engagement and delivery of charter incentive scheme has been provided, requests for meetings have been sent. TUI date and time confirmed, Condor engaged - TBC

Co-Op Marketing

If the introduction of charters is successful, a co-op marketing campaign will be included with partner charter operators.

Non Charter

Engagement has begun with Lufthansa to explore opportunities of Lufthansa introducing a flight to Aqaba. While this provides a great opportunity for the German market, it also provides opportunity for growth from feeder markets such as the US market.

PR, Communications and Events**Online Campaign**

Germany will be targeted through an online campaign under Digital SOW and through the Diving online campaign. Should a charter incentive be supported then online will be a key medium in supporting co-op marketing campaigns.

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

The German market will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – e.g. removal of departure tax at KHIA, or German travel agent familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product Focus

ASEZA will focus on promoting key products and experiences in German market as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available.

Product/Market Focus

Current Product Focus

Desert Activities

Diving & Watersports*

Heritage

Short breaks

Summer Sun

Winter Sun

Future Product Focus

MICE

Self-Catering/Rentals

Sailing

Events

Family Tourism

Responsible Tourism

Hiking

Shopping

*Diving included specifically in Diving Implementation Plan

FRANCE IMPLEMENTATION PLAN

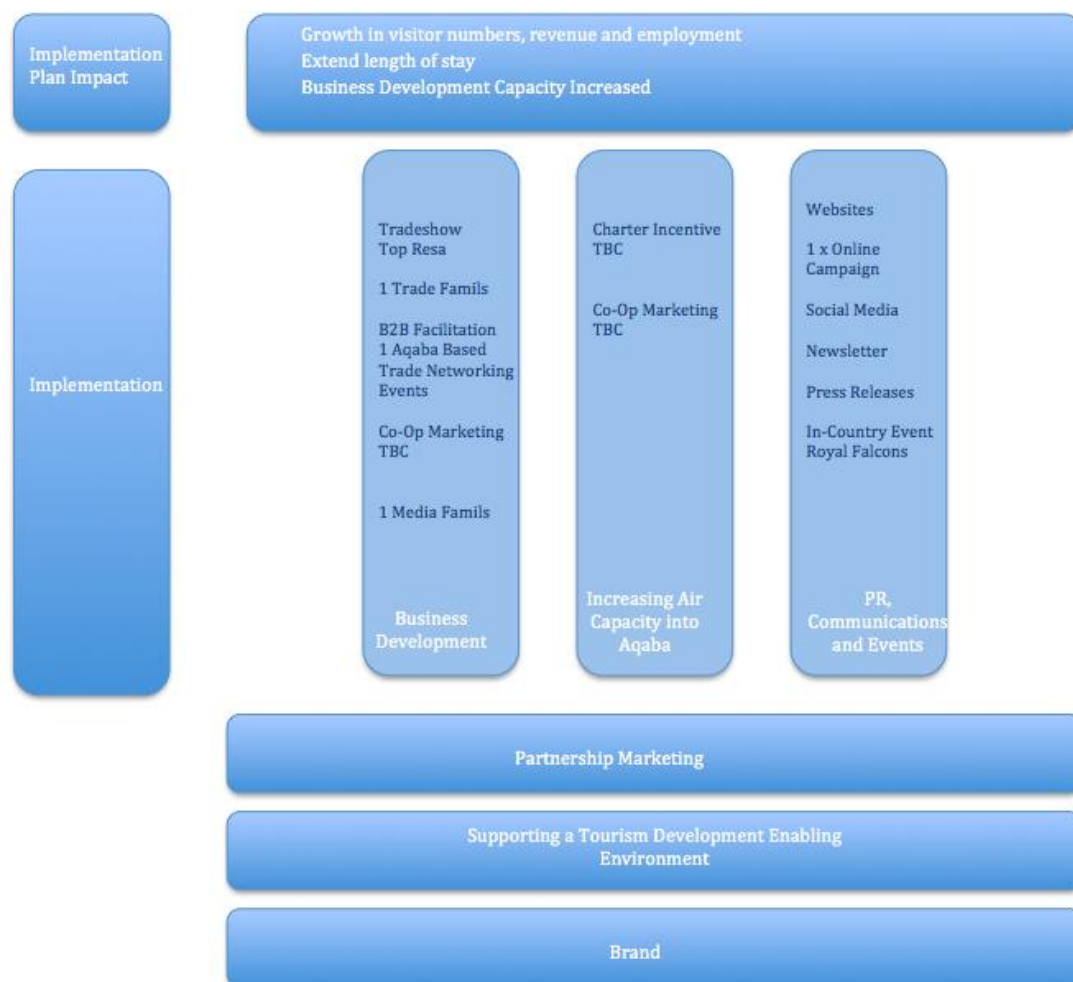
MARKET IMPLEMENTATION PLAN FRANCE

Market Focus as Per Updated Aqaba Marketing Strategy 2013-2015

- Aqaba’s product offer should be aimed at the wealthy French who have a higher propensity to travel and increasingly use Internet ‘tailor-made’ holidays, combining activities of interest to them. Joint Internet-based activity with partners (who have in-market expertise and speak French) should be the objective.
- French charter operators to Aqaba should be backed.
- Aqaba must also target the special interest segments of diving and desert tourism. These segments can be reached through specialist publications, clubs and societies. Aqaba should use a French agency to advise it on placement. Brand guidelines must be followed and concepts used which are appropriate to French tourists’ needs. Joint campaigns with JTB or RJ (or others) should be negotiated to maximize exposure.
- Aqaba hotels and tour operators should target the French travel trade. Personal relationships are very important to the French and take time to build. French is essential, so the Aqaba trade may need to employ representatives.
- More up-market products are needed by these segments (wellness, golf, resorts) and Aqaba’s PR must highlight new developments (when completed) with French language press information.

Implementation Plan

Figure 7: Implementation Plan



Business Development

Tradeshows

ASEZA will participate in TOP Resa in September with JTB on the Jordan Stand.

Trade Familiarization

One trade familiarizations will be undertaken as a component of 10 seats.

In market tour operator engagement will be facilitated by Turkish Airlines to take place in March.

Actions

- Collaboration with Turkish Airlines re the planned familiarization
- Engage Turkish Airlines to include trade media on the trade familiarization

Media familiarization

Turkish Airlines have committed to supporting a French media familiarization

Action

- Collaboration with JTB on facilitating participation with key media in France.

Co-Op Marketing

If approved by the Board, France is a priority market for joint co-op campaigns under the newly developed Co-Op Marketing Program.

Actions (once approved)

- Engage Jordan trade through JITO A
- Develop release for JITO A newsletter and distribution to local trade.

Increasing Air Capacity into Aqaba

Charter Incentive

ASEZA are working with Thuraya to engage with Top Travel to prelaunch their charter to Aqaba. Incentive plan has been provided and a meeting is being set up with ASEZA, Thuraya and Top Travel – to take place during ITB.

Co-Op Marketing

France will potentially be targeted through the co-op marketing campaign with Top Travel etc. and through the Diving online campaign.

PR, Communications and Events

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

The French market will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – eg removal of departure tax at KHIA, or French travel agent familiarization 1 and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product/Market Focus

ASEZA will focus on promoting key products and experiences in French market as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available

Product/Market Focus

Current Product Focus

Desert Activities
Diving & Watersports*
Heritage
Summer Sun
Winter Sun

Future Product Focus

MICE
Self-Catering/Rentals
Sailing
Events
Family Tourism
Responsible Tourism
Hiking
Shopping
*Diving included specifically in Diving Implementation Plan

RUSSIA IMPLEMENTATION PLAN

MARKET IMPLEMENTATION PLAN RUSSIA

Market focus as per Updated Aqaba Marketing Strategy 2013-2015

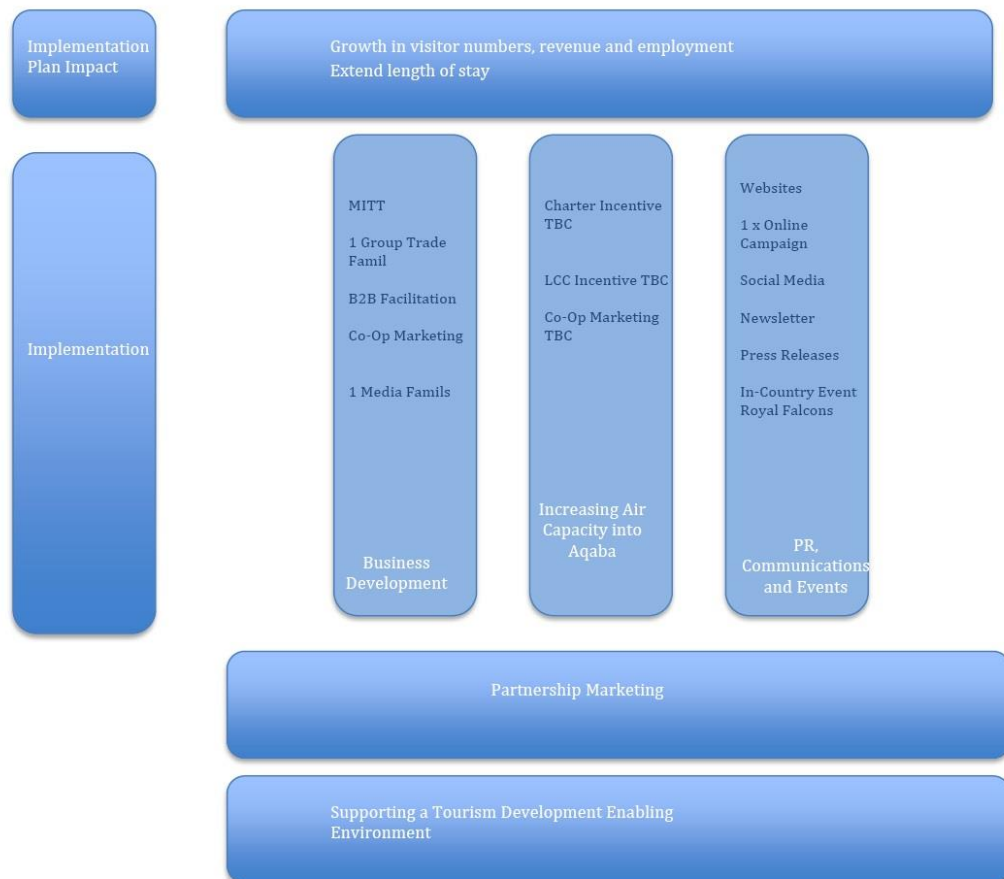
- Family tourism from Russia offers a huge potential and attention should be focused around the school holiday period from 1 June to 1 September and the short May and November holiday period

when Russian familiarization s are looking for a short sun & beach trips, cultural trips and educations trips and considering destinations within a 4-5 hour flight time.

- More than 40% of all Russian outbound travelers live in Moscow followed by St Petersburg while demand from provincial cities such as Yekaterinburn and Novosibirsk also show potential.
- The opportunity for visas on arrival is an important fact for Russians considering destinations and allows Aqaba to compete for this lucrative market.
- Major tourism events in Russia include MITT, and the Moscow International MICE Forum.

Implementation Plan

Figure 8: Implementation Plan



KPI Increase the number of overnights from Russia by 20%

Business Development

Tradeshow

ASEZA will participate at MITT Moscow within the JTB stand in March, 2014 and will target Russian operators through the JTB MBRs and the Turkish Airlines offices with the objective of organizing a trade familiarization to Aqaba which will include a B2B networking event with local tour operators.

ASEZA will meet (individually) with two Russian operators commencing charter flights into Aqaba through Jordan Experience and Travco with the aim to increase awareness and demand for Aqaba through jointly organized media familiarization s.

Actions

- Set up meetings with target operators at MITT
- Follow-up following meetings as per Tradeshow training
- Include all meetings in databases
- Maintain records of all meetings for future reference

Trade familiarization

ASEZA in cooperation with Turkish Airlines are organizing a Trade Fam trip from Russia from 19-22 March. As a component of the Fam trip ASEZA and Turkish Airlines will organize a B2B networking event with local tour operators.. ASEZA will emphasize on bringing one trade media with this Fam to write about the destination and specifically about the B2B networking event.

ASEZA with Turkish Airlines will also organize a Media familiarization from Russia to increase awareness about the destination and demand from the consumers.

Co-Op Marketing

If approved by the Board, Russia is a priority market for joint co-op campaigns under the newly developed Co-Op Marketing Program.

Actions (once approved)

- Engage Jordan trade through JITOA
- Develop release for JITOA newsletter and distribution to local trade.

Increasing Air Capacity into Aqaba

Incentive

ASEZA are in negotiation with two local tour operators, Jordan Experience and Travco in regards to incentive support for two new charter operations from Russia.

The charter operated by Jordan Experience is starting on 21 March (Mar/April and Sept/Oct/Nov) with total of 8-9 flights and 150 seats with a length of stay of 10 nights which has potential to add a maximum of 12,000 on room nights.

Travco started operating 2 flights a week since December 2013 with a total of 18 flights already operated till Feb 20th and capacity of 221 seats and 7-8 nights as length of stay which equals 31,824 room nights.

Action

- Ensure fully developed plans received and agreed
- Monitor activities
- Monitor and record feedback and results

Co-Op Marketing

ASEZA will ensure the utilization of co-op marketing to support business development and success of charters run by Jordan Experience and Travco.

PR, Communications and Events

Online Campaign

Russia will be targeted online through the co-op marketing campaigns with Travco and Jordan Experience.

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

Russian operators will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – eg removal of departure tax at KHIA, or Russian trade familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product Focus

ASEZA will focus on promoting key products and experiences in the Russian market as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available.

Current Product Focus

Desert Activities
Diving & Watersports
Heritage
Summer Sun
Winter Sun

Future Product Focus

MICE
Self-Catering/Rentals
Events
Family Tourism
Responsible Tourism
Hiking
Shopping

NORDIC IMPLEMENTATION PLAN

MARKET IMPLEMENTATION PLAN NORDIC

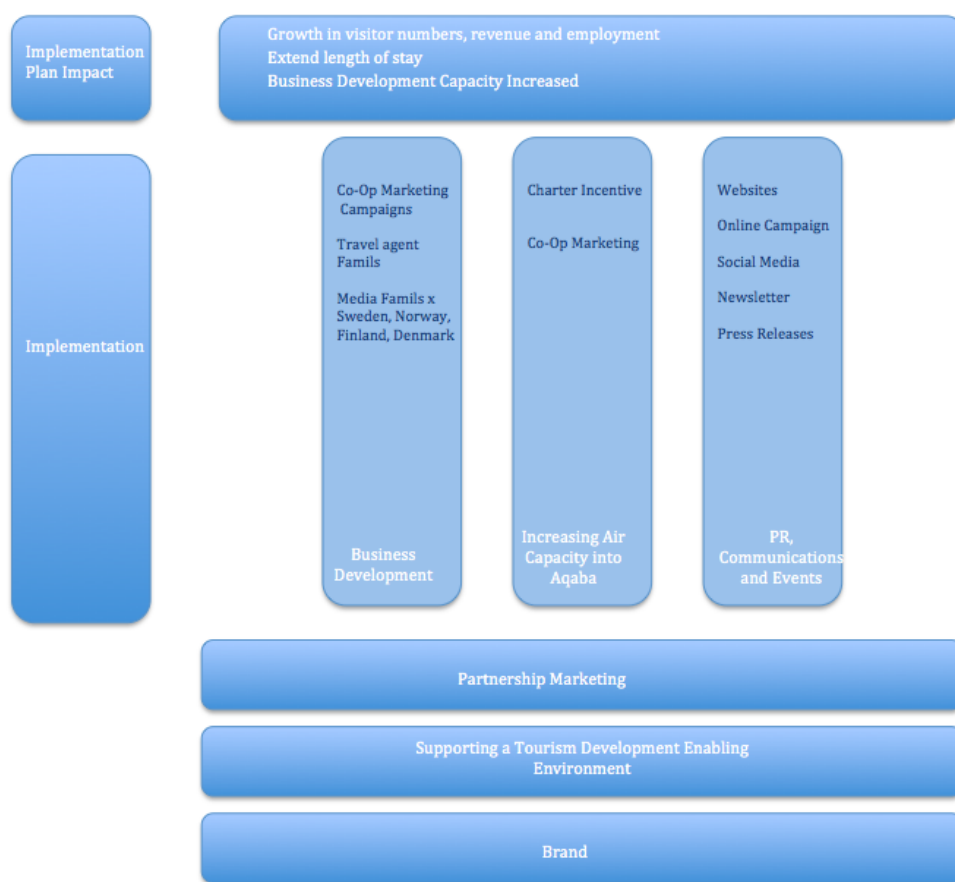
As it did not previously exist, a short market profile has been developed for Nordic countries (See Nordic Countries Market Profile Annex 10)

Market focus as per Updated Aqaba Marketing Strategy 2013-2015

- Sun-seekers wishing to escape the long Northern winter are the key target segment for Aqaba. It is essential that current operators are supported so that this important source market for Aqaba can continue to be tapped.
- The most striking feature of the Swedish travel industry lies in its concentration; the business and leisure sectors are both dominated by a few very large interests. There are approximately twenty large tour operators in the fast growing outbound market of Norway, mainly based in the cities of Oslo and Bergen. A few large charter companies dominate the leisure travel market in Denmark. Sweden's trade is concentrated in Stockholm and Gothenburg. All operators are seeking products that can be easily booked and sold on-line.
- Internet users are a key segment. Nordic e-travelers are the most active in Europe. Holidays, whether last minute short breaks or longer charter holidays, are amongst the most popular commodities purchased online.

Implementation Plan

Figure 9: Implementation Plan



Business Development

Tradeshows

While TUR Gothenburg is Scandinavia's leading trade and consumer travel exhibition (March) the feedback in regards to trade participation was not positive, therefore ASEZA will not attend in 2014.

It is critical, however, that ASEZA review attendance at the tradeshow in future years, particularly as new hotels are closer to opening in Aqaba. According to industry feedback the major tour operators in the Nordic countries will not use the same hotels as competitors.

ASEZA will target Nordic operators at ITB and WTM 2014 with the specific focus of introducing new operators to Aqaba in the coming twelve months and primarily, setting up potential business from the Nordic countries once new hotels open in Aqaba. While new hotels are not due to open until early 2016, it is critical that engagement commences as soon as possible as in order that negotiations and plans are finalized. While feedback suggests that major operators that compete with Apollo will not commence business before new hotels open, ASEZA will also focus on small operators through initial engagement at ITB and WTM with the objective of organizing a trade familiarization to Aqaba which will include a B2B networking event with local tour operators.

While focus will be given to meeting with new tour operators at tradeshows, specifically at ITB and WTM, primary focus for 2014 will be on growing business through Apollo supported through the Charter Incentive Program.

Actions

- Set up meetings with target operators at ITB and WTM
- Follow-up following meetings as per Tradeshow training
- Include all meetings in databases
- Maintain records of all meetings for future reference (Templates Appendix X)

Trade familiarization

A travel agents familiarization will be undertaken in partnership with Apollo and Tania Tours to raise awareness of the products and experiences within Aqaba and within close proximity of Aqaba. Apollo will support flights into Aqaba, Tania Tours will support flights out of Aqaba and ASEZA in partnership with Tania Tours will provide on the ground support as a component of the co-op marketing budget. The familiarization will host agents from Sweden, Norway, Denmark and Finland.

Actions

- Ongoing collaboration with Tania Tours re familiarization
- It is recommended that travel trade media participate in travel agency familiarizations

Media Familiarization

Ongoing media coverage of Aqaba in Nordic media is critical to increasing demand for the destination. While raising awareness of products and experiences in Aqaba and within close proximity of Aqaba is required, research suggests that morning newspapers have the widest reach and are most trusted in terms of content therefore coverage in the influential morning newspapers is critical to shift perceptions in regards to safety and security in the destination.

ASEZA and Apollo, through Tania Tours, will undertake a media familiarization for each of the four countries. The first media trip, from Denmark will take place in March, dates for Sweden, Norway and Finland are being finalized with the aim of visits taking place before July 2014.

Action

- Ongoing collaboration with Tania Tours re Danish familiarization and confirmation of dates re familiarization s from Sweden, Norway and Finland

Increasing Air Capacity into Aqaba

Charter Incentive

The charter incentive program has been utilized for by Apollo however, the co-op budget has not been utilized. In order to stimulate demand, it has been agreed between ASEZA, Tania Tours (the Jordanian operator) and Apollo that co-op marketing is critical to grow the market from Sweden, Norway, Denmark and Finland. Therefore, a proposal has been developed to grow this market. The budget outlined will be shared 50/50 between ASEZA and Apollo and is inline with the current charter incentive program, the remainder of the co-op budget will be utilized to undertake media and travel agency familiarization s in partnership with Apollo outlined under media familiarization s.

KPI The objective of this plan is to increase flights the number of flights to Aqaba by 4 flights from each country.

Outline of the co-op marketing below:

Apollo Nordic-Jordan 2014



Media / Channel	Media net	August				September				October				November				December					
	Week	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
	First date in week	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23
Online activeits																							
Such as banners, Facebook-adverts	71,000																						
Print																							
Adverts in newspapers/magazines	50,000																						
Own channels																							
Campaignsite	15,000																						
CRM (reaches approx. 150 000 recipients)	17,000																						
Apollo magazine Nordic edition	7,000																						

Action

- Ensure fully developed plans received and agreed
- Monitor activities
- Monitor and record feedback and results

PR, Communications and Events

Online Campaign

The Nordic countries will be targeted online through the co-op marketing campaign with Apollo and through the Diving online campaign.

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

The Nordic market will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – e.g. removal of departure tax at KHIA, or Nordic travel agent familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product Focus

ASEZA will focus on promoting key products and experiences in Nordic country markets as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available.

Current Product Focus

- Desert Activities
- Diving & Watersports
- Heritage & Culture
- Summer Sun
- Winter Sun
- Hiking

Future Product Focus

- Cruise Tourism
- MICE
- Self-Catering/Rentals
- Events
- Family Tourism
- Responsible Tourism
- Shopping

BELGIUM IMPLEMENTATION PLAN

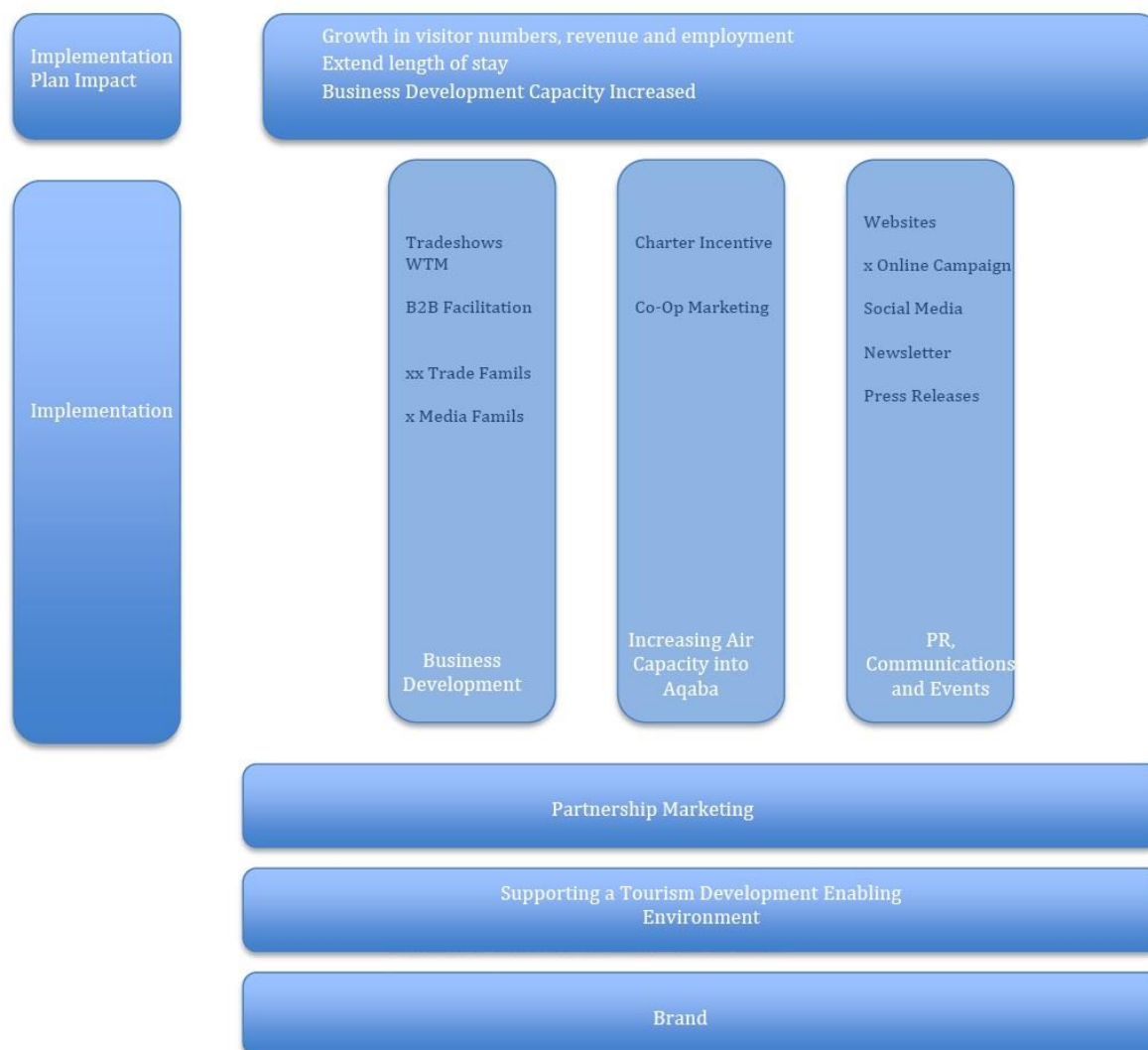
MARKET IMPLEMENTATION PLAN BELGIUM

Product/Market Focus as per Updated Aqaba Marketing Strategy 2013-2015

- It is essential that Aqaba works with partner charter airlines in this market, which has become very important to the destination.
- There is a strong potential to work with special interest segments such as diving, desert activities, bird-watching etc. Special interest tour operators and special interest press and online forums should be targeted. Special interest online and offline marketing campaigns could be undertaken with JTB.
- The development of an online campaign that is supported by the ability to book is ideal for this market who are extremely active online.
- An awareness program for the Belgium travel trade to keep Aqaba top of mind, introduce new and developing products and experiences would increase knowledge on Aqaba and support Belgium travel trade in being able to service the ‘tailor made’ demand that exists there.

Implementation Plan

Figure 10: Implementation Plan



Business Development

Tradeshow

ASEZA will target Belgian operators at ITB and WTM 2014 through the JTB MBRs and the Turkish Airlines offices with the objective of organizing a trade familiarization to Aqaba which will include a B2B networking event with local tour operators.

While focus will be given to meeting with new tour operators at tradeshows, specifically at ITB and WTM, primary focus for 2014 will be on growing business through Thomas Cook and TUI supported through the Charter Incentive Program.

Actions

- Confirm/set up meetings with target operators at ITB and WTM
- Follow-up following meetings as per Tradeshow training
- Include all meetings in databases
- Maintain records of all meetings for future reference (Templates Appendix X)

Trade Familiarization

On Feb 5th 2014 ASEZA, in cooperation with Turkish Airlines hosted 5 tour operators from Belgium (18 from Benelux) on a 5-days Fam trip to Aqaba and the Golden Triangle.

B2B Facilitation

On Feb 8th 2014 ASEZA and Turkish Airlines organized a B2B networking event with 13 local tour operators. ASEZA has circulated the contacts for the Belgian tour operators to the locals who have attended the event and will generate more business to Aqaba through provide continuous information to those tour operators and increase their awareness about the destination.

Increasing Air Capacity into Aqaba

Charter & Co-op Marketing Incentive

Bridge Travel

The charter incentive program has been utilized for by Thomas Cook however, the co-op budget has not been utilized. In order to stimulate demand, it has been agreed between ASEZA, Bridge Travel (the Jordanian operator) and Thomas Cook that co-op marketing is critical to grow the market from Belgium.

Therefore, a proposal has been developed to grow this market. The budget will be shared 50/50 between ASEZA and Thomas Cook and is in line with the current charter incentive program, the remainder of the co-op budget will be utilized to undertake media and travel agency familiarization s in partnership with Thomas Cook outlined under media familiarization s. Plans are being finalized and will be added once done.

KPI Increase the number of overnights from the Belgium market by 20%

Action

- Ensure fully developed plans received and agreed
- Monitor activities
- Monitor and record feedback and results

Jordan Tours/TUI

ASEZA is interested in growing the demand on Jet Air the existed charter flight from Belgium operated by TUI through the Incentive Program support. Discussions and communications are happening between ASEZA, TUI and Jordan Tours (the Jordanian Operator) to have TUI utilize the charter flights incentive scheme and the co-op marketing to support business development and success of charter.

Action

- Receive a Request for Incentive and Co-op Marketing Plan from Jordan Tours
- Ensure fully developed plans received and agreed
- Monitor activities
- Monitor and record feedback and results

Media Familiarization s

ASEZA in cooperation with Bridge Travel as component of Charter Incentive will host a Media familiarization from Belgium as part of the Co-op marketing plan where Bridge Travel will invite the media and fly them to Aqaba and ASEZA will cover the land program.

Moreover, after ASEZA approving the incentive and co-op marketing support for TUI, another Media familiarization from Belgium will be organized where Jordan Tours invite the media and fly them over to Aqaba and ASEZA handle the land program.

Trade Media

To support increased travel trade media coverage a discussion was undertaken with the CEO Travel Magazine. For invitations on Fam trips contact Bart MaMatthijs who is the editorial coordinator Email: Bart@travel-magazine.be For distribution of press releases and Newsletter – Britt Nys Email: Britt@travel-magazine.be

PR, Communications and Events

Online Campaign

Belgium will be targeted online through the co-op marketing campaign with Bridge Travel and potentially TUI, and through the Diving online campaign.

Newsletter

Belgium operators will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – eg removal of departure tax at KHIA, or Belgian travel agent familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product/Market Focus

Current Product Focus

- Desert Activities
- Diving & Watersports*
- Heritage
- Summer Sun
- Winter Sun

Future Product Focus

- MICE
- Self Catering/Rentals
- Sailing
- Events
- Family Tourism
- Responsible Tourism
- Hiking
- Shopping

*Diving included specifically in Diving Implementation Plan

POLAND IMPLEMENTATION PLAN

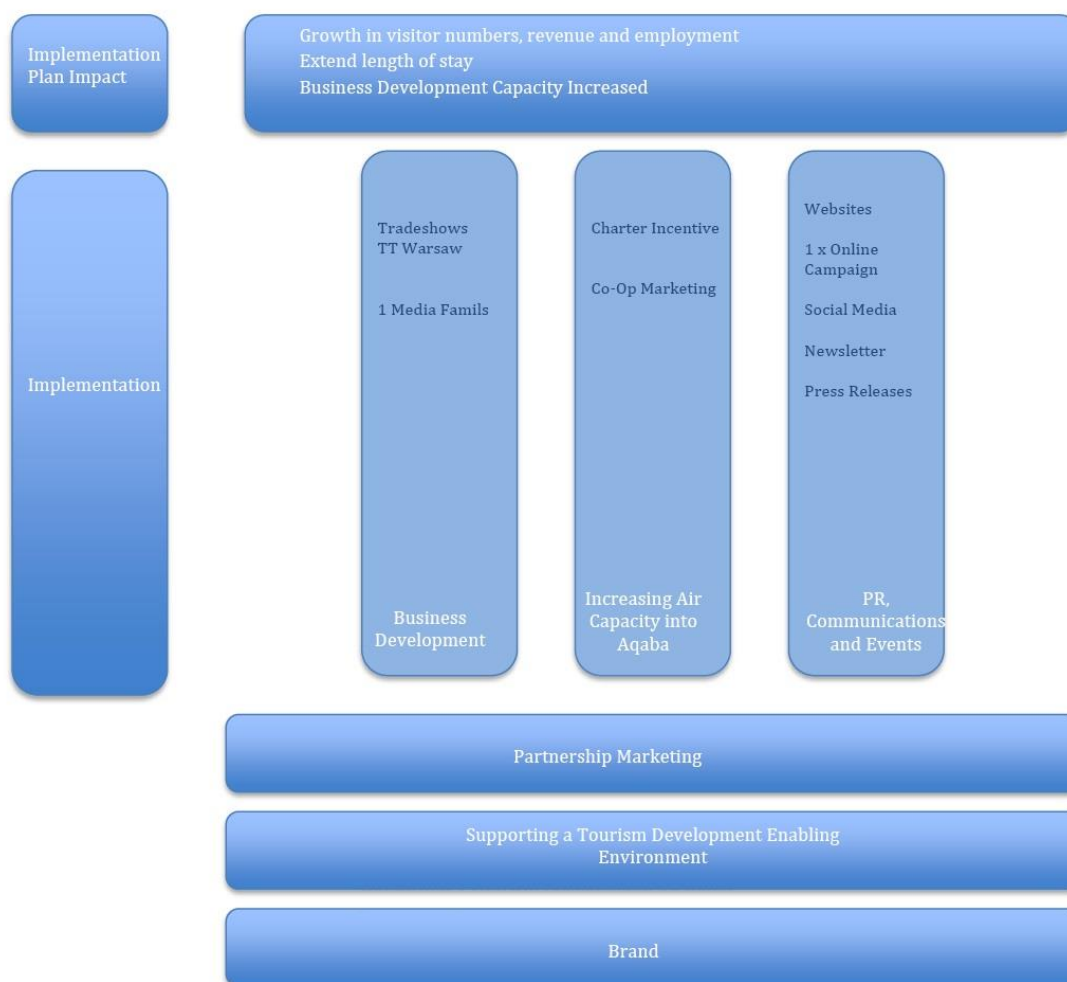
MARKET IMPLEMENTATION PLAN POLAND

Product/Market Focus as per Updated Aqaba Marketing Strategy 2013-2015

- Aqaba should continue to target the travel trade (with JTB). There are approximately 600 tour operators, both incoming and outgoing, in the Polish market and around 2,000 companies that are both tour operators and travel agencies.
- TT Warsaw and Tour Salon Travel Fair, Poznan are the largest trade shows organized in Poland. Aqaba should support Polish tour operators who feature Aqaba in future at this event.
- A large percentage of Poles are on-line and the Internet is an effective way to influence travel. Upgrading the Aqaba Polish web presence and e-marketing are needed.

Implementation Plan

Figure 11: Implementation Plan



Business Development

Tradeshow

ASEZA will participate in TT Warsaw with Jordanian trade in November. ASEZA are planning an on stand event in cooperation with Thomas Cook to invite Polish travel agents and media to focus on growing business through Thomas Cook supported through the Charter Incentive Program in planning.

Media Familiarization

Based on successful support of Thomas Cook (Bridge Travel) ASEZA will jointly organize a Media familiarization to Aqaba in cooperation with Thomas Cook as a component of the support program.

Increasing Air Capacity into Aqaba

Charter Incentive and

In order to stimulate demand, it has been agreed between ASEZA, Bridge Travel (the Jordanian operator) and Thomas Cook that the Charter incentive and the co-op marketing are critical to grow the market from Poland. Proposals are in the final stages to grow this market.

Co-Op Marketing

The budget of the Co-Op Marketing will be shared 50/50 between ASEZA and Thomas Cook and is in line with the current charter incentive program, the remainder of the co-op budget will be utilized to undertake a media familiarization in partnership with Thomas Cook outlined under media familiarization s. Plans are being finalized.

The aim of the current program with Thomas Cook targeted through Bridge Travel supports:

- 7 nights Aqaba
- 150 pax/flight
- 20 Flights – May – October
- Using 4-5 star hotels

Increasing air capacity into Aqaba is vital for this market. While Turkish Airlines do fly into Warsaw, very limited slots and extensive layover periods do not currently support an ideal option.

PR, Communications and Events

Online Campaign

Poland will be targeted online through the co-op marketing campaign with Bridge Travel TBC

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

Polish operators will also be targeted through the newsletter.

Press Releases

While both travel trade media and consumer media should be targeted based on story – eg removal of departure tax at KHIA, or Poland travel agent familiarization and B2B networking event is a trade news story, focus should be given on “Current Product Focus” below.

Product Focus

ASEZA will focus on promoting key products and experiences in Polish market as per below “Current Product Focus”. Special emphasis will be given to “Future Product Focus” as product/projects are available.

Current Product Focus

- Desert Activities
- Diving & Watersports
- Heritage & Culture
- Summer Sun
- Winter Sun
- Hiking

Future Product Focus

- Cruise Tourism
- MICE
- Self Catering/Rentals
- Events
- Family Tourism
- Responsible Tourism

DIVING IMPLEMENTATION PLAN

MARKET IMPLEMENTATION PLAN DIVING

Market focus as per Updated Aqaba Marketing Strategy 2013-2015

Diving

Diving tourists are a key segment for Aqaba. They stay longer to undertake dive courses are relatively high spenders and importantly, like to visit during the summer months which have traditionally been a challenge for Aqaba. The domestic market continues to be a major source for diving in Aqaba, however, very few international diving tour operators feature Aqaba and awareness of Aqaba as a dive destination remains very low among the international diving community.

While there is a growing need to open more sites to refresh the product and allow the reefs to generate to ensure sustainability and manage potential negative feedback from the diving community, Aqaba’s has a

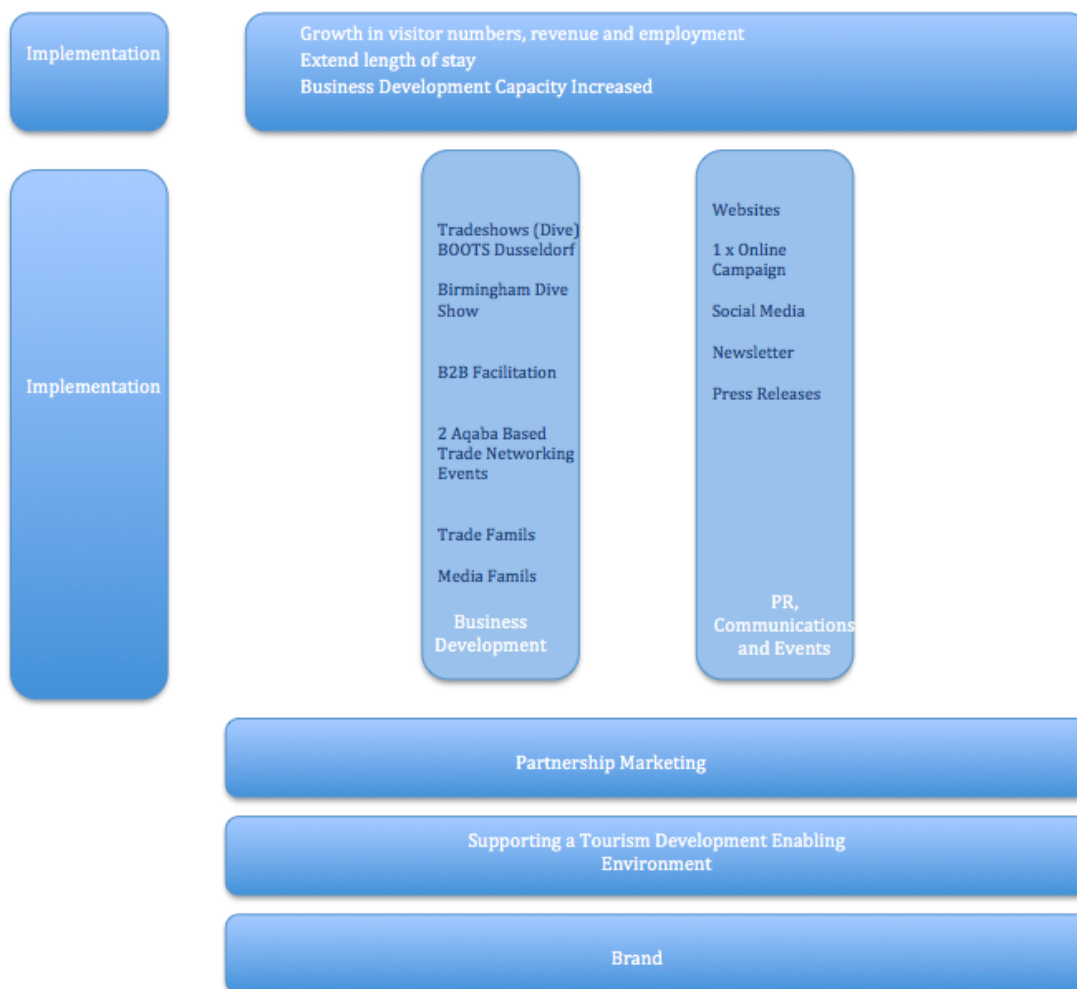
great potential to increase diving tourism, as a primary experience for experienced divers, as a destination to undergo training and diving certification and as an additional activity for all tourists visiting Aqaba.

Awareness of Aqaba as a diving destination can be raised through international diving associations and online forums; diving tour operators should be targeted to include Aqaba in their programs. While potential diving business can be generated from around the world, there is a high potential from Aqaba's existing source markets, such as the UK, Germany, France and the United States. UK focus group research undertaken by JTB/Siyaha in 2009 highlighted that UK divers are interested in diving in Aqaba however, for divers coming from areas north of London, a strong demand was indicated for airlift from north of England airports.

Through consultation with dive operators, ASEZA plan to develop the dive market in a two prong approach, focusing on the key source markets of UK and Germany to develop Aqaba as a primary experience for experienced divers and as a destination to undergo training and diving certification; and as an additional activity for all tourists visiting Aqaba. While ASEZA aim to initially focus primary attention on diving holidays with the UK and German market, through planned activities supplementary focus (for example coverage in German language publications, tradeshow participation etc) will be given to developing diving holidays from other European source markets such as France, Belgium, Austria, Netherlands and Switzerland.

Implementation Plan

Figure 12: Implementation Plan



Business Development

Tradeshows

ASEZA attended BOOTS Dusseldorf (ASEZA organized) 18-26 January, 2014 along with 4-5 Dive Operators. While based in Germany, BOOTS is a major tradeshow for Belgians, Dutch, German speaking countries such as Austria and Switzerland, as well as Germans. A new stand design featuring the images of diving in Aqaba with iconic images of Petra and Wadi Rum was developed, the images created positive feedback from trade participants. An Aqaba diving calendar 2014 was also produced and distributed. General feedback as a result of the show has been positive with a number of target meetings, based on business development and media engagement, taking place.

Birmingham Dive Show

ASEZA will attend the Birmingham Dive Show with local dive centres. The Birmingham Dive Show is one of the biggest shows with high visitation. While full commitment has not been finalized it is critical that a minimum of four dive centres participate. In addition to the new stand design Aqaba will screen Aqaba and an interview with the well known dive photographer and 2013 European Wildlife Photographer of the Year Alex Mustard who will visit Aqaba on a familiarization trip in July for Diver Magazine. Alex has also committed to visit the stand during one of the days of the two day show (he will not be in Birmingham on both days).

Trade Familiarizations

Turkish Airlines have committed to supporting two group dive familiarization s, one from UK and one from Germany. The dive centres will provide a list of key operators to invite.

Action

- Follow up Dive Centres for target list of trade
- Confirm dates with trade and Turkish Airlines

Media Familiarizations

A media familiarization 1 has been organized with the German Dive magazine Tauchen and will be hosted by Turkish Airlines – dates confirmed. In addition to Germany, Tauchen magazine is distributed to all German speaking markets.

Planning for a media familiarization is underway with Dr. Alex Mustard, underwater photographer, Marine Biologist and European Wildlife Photographer of the Year 2013. A date has been tentatively agreed in July and the most popular UK dive magazine Diver Magazine has agreed to feature the resulting article prior to the Birmingham Dive Show 2014. To leverage publicity of this influential photographer an interview that includes footage of underwater photography conducted on the familiarization and key dive sites in Aqaba will be undertaken and screened at dive shows, on the Aqaba website etc. Initial collaboration has also been agreed to organize an underwater photography workshop lead by Alex in 2015; while filling this workshop is possible through Alex's direct networks, blog, website etc. it is recommended that the workshop is advertised online, at Birmingham Dive Show etc. to leverage additional publicity of diving in Aqaba and underwater photography workshops offered by Aqaba dive centres. While all of Alex's workshops are organized through the UK dive operator Scuba Travel, it is a potential to engage Scuba Travel to sell Aqaba on an on-going basis. Alex has agreed to introduce Scuba Travel to ASEZA to undertake the potential workshop and potentially to organize a familiarization and networking event with Aqaba dive centres thereby increasing business development opportunities.

Action

- Confirm dates with Alex Mustard
- Confirm dates with Turkish Airlines
- Organize clearance for photography equipment access through KHIA
- Engage Scuba Travel
- Organize interview and video footage of Alex Mustard diving in Aqaba

PR, Communications and Events

Online Campaign

The dive market will be targeted through an online campaign under Digital SOW

Website

As per plans to be developed under Digital SOW

Social Media

As per plans to be developed under Digital SOW

Newsletter

The Dive market will also be targeted through the newsletter.

Press Releases

Dive specific press releases will be developed for the dive market. Draft topics have been developed in collaboration with dive centers (See Dive Release Topics Draft Annex 9). In addition to distribution directly to dive magazines, through JTB MBRs, trade and dive centers, relevant press releases will be distributed to in-market dive clubs and associations (a database has been developed of all dive clubs and associations in UK, Germany and France; and is under development for Belgium, Austria, Netherlands and Switzerland).

Market Focus

UK Germany, France, Austria, Switzerland, Austria, Belgium, Netherlands

Dive Market Specific Luggage Requirements

Luggage allowance for divers – working with Turkish Airlines who have made an application that all divers coming to Aqaba can take a diving gear bag in addition to luggage allowance. Turkish Airlines also providing a list of source markets where the luggage allowance is 30kg as opposed to the normal 20kg allowance.

Dive Clubs and Associations

To support direct engagement a database of dive clubs and associations in UK, Germany and France has been developed (See UK, Germany, France Dive Operators and Associations Annex 15). A data base of clubs and associations in Belgium and Netherlands is under development.

Dive Centre Classification

With a focus on increasing competitiveness, ASEZA are assessing the potential to introduce Dive Centre classification aimed at increasing standards, servicing, equipment maintenance etc in Aqaba.

DEVELOPING CAPACITY OF THE TOURISM DIRECTORATE

MARKETING PLANNING AND IMPLEMENTATION

All marketing planning, partnership development, tools/programs set-up for implementation, was developed jointly with the Tourism Marketing Head of Division and Tourism Director, ongoing updates and engagement and approval from HE the Commissioner of Economic Development & Investment Affairs. Ongoing capacity building was provided to the team throughout, capacity building was delivered through training, seeing and doing, joint activities and on-the-job-training.

TRADESHOWS

Two group training sessions and three individual training sessions prior to participation in tradeshow, was delivered to support better planning and participation in tradeshow and support better return on investment in tradeshow participation. Customer profile templates were developed to support a database of trade engaged, a check sheet to analyze the stand and on-stand activities as well as brief sheets for targeting key trade and developing “elevator pitches”. (See Tradeshow Template Annex 2)

DIGITAL AND ONLINE CAPACITY BUILDING

Digital Capacity Building to be undertaken (See SOW Digital Consultant Annex 12)

Key activities to develop ASEZA Tourism Directorate Online and Social Media Capacity:

- Develop a digital and social media operational manual that outlines best practices, policies, and procedures for implementing the Aqaba digital marketing and communications plan.
- Prepare for and deliver a total of 24 training hours on marketing and selling destinations through digital and social media channels targeted at the Tourism Directorate team to develop and deliver online and social media projects and activities.

BRAND

Brand assessment exercise has been undertaken with the USAID Tourism Project and results/recommendations were included in the report developed for this specific activity.

RESEARCH AND PLANNING

Training has been provided on the provision and presentation of research and statistics to aid in decision making and planning. Information will be shared on an ongoing basis with the Tourism Directorate and through the Newsletter to Jordan tourism sector.

CHARTER OPERATOR INCENTIVE PLANNING AND TRACKING

To support effective tracking and planning of the incentive program, a tracking system has been developed that ensures effective tracking and monitoring of each agreement within the incentive scheme as well as planning for increased capacity into Aqaba. Training has been provided on monitoring, tracking and planning of the incentive program for 2014 and into the future. (See Charter Incentive Tracking Annex 5)

DEVELOPING CAPACITY OF THE TOURISM SECTOR

DIGITAL, ONLINE AND SOCIAL MEDIA

Digital Capacity Building to be undertaken (See SOW Digital Consultant Annex 12)

Key Activities to Assess Aqaba's tourism trade capacity in Digital and Social Media:

- Review and assess existing websites and social media channels for the selected service providers (up to 15)
- Develop detailed analysis for the existing channels
- Meet, one on one, with the selected service providers to discuss the report, and assess the "capabilities of the team overlooking these channels"
- Based on the meetings, finalize the assessment report with recommend improvements, upgrades and actions to bring the level of the tools and channels to best international standards, thus enable the business to effectively reach and sell to their target audiences

BRAND

Brand assessment exercise has been undertaken with the USAID Tourism Project and results/recommendations were included in the report developed for this specific activity

RESEARCH AND PLANNING

Training has been provided to the Tourism Directorate on the provision and presentation of available research and statistics to aid in decision making and planning. Information will be shared through the Newsletter to Jordan tourism sector.

Further training and capacity building is required to address:

- Conducting source market studies and research to assess changes in behavior, market trends and exchange rates
- Institutionalizing and standardizing methodologies of data collection and reporting for future use.
- Improve on data collection, analysis, outcomes, required reports and dissemination channels to stakeholders for future planning.
- Raise ASEZA research capacity and strengthen its research resources and capabilities.
- Collaboration and sharing of research with MoTA, JTB, JITO, PDTRA and JHA on an on-going basis.
- Periodic updates and workshops with the tourism sector on market trends, research and statistics for tourism planning.

INCREASING AWARENESS OF AQABA IN JORDAN

Tour Operator Presentation and Familiarization

A Jordanian Tour Operator presentation will be undertaken with Jordan Tour Operators and tour operator staff to present new products and experience and reacquaint the trade on products and experiences available in the Aqaba region. JITOA have agreed that the presentation, followed by a familiarization will be beneficial.

Actions

- Develop engaging presentation
- Confirm date with JITOA
- Undertake presentation
- Confirm familiarization participation
- Undertake familiarization

Tour Guide Familiarization

A tour guide familiarization will be undertaken to support knowledge development of products and experiences available in Aqaba region.

Actions

- Engage Tour Guides Association, tour operators (that have their own tour guides) and ASEZA database of tour guides
- Confirm date for familiarization (low season recommended)
- Undertake familiarization

JTB FAMILIARIZATION

ASEZA and JTB have agreed that a JTB team familiarization of Aqaba region will be beneficial to keep JTB up to date with products and experiences available in Aqaba region. The familiarization will be undertaken 24 – 27 February, 2014.

BUDGETS

TRADESHOW BUDGETS

FAMILIARIZATION BUDGETS

2014 Fam Trips Undertaken

Market	Date	Partner	# of Pax	# of days	Accommodation	Meals	Transport	Experiences	Guide	Totals
Bloggers Canada & Swis	29 JAN-05 FEB	TK	2	8	720	600	500	140	0	1,960
Benelux	5-9 FEB	TK	20	5	0	1,500	750	1,700	0	3,950
Tauchen Germany	14-21 FEB	TK	2	8	720	600	500	300	640	2,760
Turkish Tv + Blogger	16-21 FEB	TK	5	8	1,200	1,500	500	500	480	4,180
Total					2,640	4,200	2,250	2,640	1,120	12,850

2014 Future Fam Trips

Market	Date	Partner	# of Pax	# of days	Accommodation	Meals	Transport	Experiences	Guide	Totals
Turkish Tv	23-28 MARCH	TK	3	6	1,500	1,500	300	360	0	3,660
Germany		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Germany		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
UK	APRIL	TK	10	5	4,000	2,500	1,000	1,000	450	8,950
France	APRIL	TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Russia	MARCH	TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Sweden		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Norway		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Denmark		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Finland		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Hungary		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Ukraine	MAY	TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Switzerland		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Netherlands		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Austria		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Italy		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Spain		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Saudi Arabia		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
UK Dive		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Germany Dive		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Dive-Alex Mustard	JULY	TK	2	8	680	1200	400	290	0	2570
Dive-Unterwasser		TK	2	8	680	1200	400	290	640	3210

UK		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
France		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Germany		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Russia		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Saudi Arabia		TK	10	5	4,000	2,500	1,000	1,000	450	8,950
Sweden		Appollo	10	5	4,000	2,500	1,000	1,000	450	8,950
Norway		Appollo	10	5	4,000	2,500	1,000	1,000	450	8,950
Denmark	MARCH	Appollo	10	5	4,000	2,500	1,000	1,000	450	8,950
Finland		Appollo	10	5	4,000	2,500	1,000	1,000	450	8,950
Hungary			10	5	4,000	2,500	1,000	1,000	450	8,950
Ukraine			10	5	4,000	2,500	1,000	1,000	450	8,950
Switzerland			10	5	4,000	2,500	1,000	1,000	450	8,950
Austria			10	5	4,000	2,500	1,000	1,000	450	8,950
Total					130,860	83,900	33,100	32,940	#####	295,840

	Media Fam
	Trade Fam
	Combined Trade/Media Fam

* While not included in the budget, all work will be undertaken to engage local trade to provide sponsorship/in-kind support for on-the ground activities. All support will be included in actuals.

ANNEXES

ANNEX 1

PARTNERSHIP MARKETING ASEZA/TURKISH AIRLINES

Country	Media	Trade	Combined Trade/Media	Dive
Germany	1	2		1
UK	1	1		1
France	1	1		
Russia (Red Sea/Dead Sea)	1	1		
Hungary ? (1 Winter)			1	
Ukraine			1	
Switzerland			1	
Austria			1	
Benelux (happening with tour operator)				
Netherlands		1		
Saudi Arabia (expat market focus)	1	1		
Italy		1		
Spain		1		
Turkey	2			
Individual Dive Media				3 (6 pax)

ANNEX 2

TRADESHOW TEMPLATES

Tradeshows

Tradeshows are best for...

- Connecting
- Media coverage
- Seminars
- Networking
- Reaching broad audiences

Sales Process Steps:

- *Generating leads*
- *Qualifying leads*
- *Making initial contact*
- *Scheduling sales meetings*
- *Holding brief sales meeting*

Business Development

1. Generating Sales Leads

New business targets that exhibit some potential to buy

2. Qualifying Leads

Identifying “prospects” from pool of leads based on fundamental business criteria

3. Preparing for the Sales Meeting

Gathering detailed info about the prospect to enhance knowledge and confidence

4. Making Initial Contact

Cold calls, scheduled appointments, in-person (or Skype), by phone, email, etc.

5. The Sales Meeting

Establishing rapport, gaining background info, understanding prospect’s needs, presenting your product , and assessing the prospect

6. Handling Buyer Resistance

Effectively addressing prospects concerns and overcoming to make the sale

7. Closing the Sale

When the seller asks and/or persuades the prospect to agree to purchase

8. Account Maintenance

Follow-up to ensure purchase satisfaction, relationship building, and future sales

Sales Meetings

The Sales Meeting

Establishing rapport, gaining background info, understanding prospect’s needs, presenting your product , and assessing the prospect

Handling Buyer Resistance

Effectively addressing prospects concerns and overcoming to make the sale

Sellers’ Objective: *Move as far through Sales Process as possible*

Remember... Effective Meeting Steps:

- Meet and Greet
- Gather information
- Present resources
- Get a commitment

- Anticipate questions

Keep a log on your findings in terms of:

- What successes did you observe regarding your team's approach?
- What challenges did you observe regarding your team's approach?
- What was the farthest step in the sales process your best sales meeting achieved?

Name	Company or Media	Comments

Customer Profile

Company:	_____	Contact:	_____
Address:	_____	Phone:	_____
	_____	E-Mail:	_____
	_____	Other:	_____

Company Background (*history, ownership, size, scope*):

Associations / Affiliations:

Market(s) Served:

Customer Base (*nationality, language, age, income, interest*):

Current Jordanian Business / Product Offerings:

New Product Plans:

Needs Identified:

Opportunities Identified:

Follow-up Actions & Dates:

Assessing Participation and Stand

From your experience,...

- *what do you think made Aqaba's exhibit stand out and drive interest as compared to other destinations?*
- *what actions did you see evidenced among the Jordanian team that helped successfully drive sales leads?*
- *what successful approaches or actions did you see non-Jordanian delegates engaging in that you wished you or Aqaba had?*

ANNEX 3

CO-OP MARKETING PAPER

Co-Operative Marketing

Aqaba's Recent Tourism Performance

Over the period 2008 to 2013 Aqaba has seen some growth in tourism in terms of overnights and a very slight increase in regards to occupancy. However, bed nights have fluctuated dramatically mainly due to the adverse effects of external events such as the Arab Spring and the economic crisis. While events have severely impacted traditional source markets, some success has been realized from new source country markets and from the growth in domestic tourism, which has been encouraged as a result of the reduced access destinations such as Lebanon and Syria.

Tour operators communicate both some success and latent potential for Aqaba in Scandinavian, Russian, CIS and western European markets such as UK, Germany, Belgium and the Netherlands.

There is a clear and urgent need to stimulate growth in tourism to Aqaba to support a healthy tourism sector in the short term and support success in the medium term when the number of hotel rooms in Aqaba will dramatically increase with the opening of new hotels and resorts.

The Updated Aqaba Marketing Strategy highlighted co-operative marketing as a key objective to support growth in the tourism sector. This objective was determined by both international and local research to aid growth in tourism from key source markets.

Feedback

The general feedback from consultation undertaken with the tourism sector about trade in-country marketing is that much is needed but, declining numbers, resulting in declining profits, limits available funds at a time when more marketing is required.

A broad range of joint marketing activities have taken place including:

- Trade familiarizations
- Media familiarizations
- Tradeshow
- Online marketing
- Brochure development and distribution
- Advertising

However, the consensus is that with support, more can be done to raise awareness of Aqaba as a safe and desirable destination and to convert those that have a desire to visit Aqaba to visit now.

Follow up consultation with JTIOA and JTOA selected members is that the program should be on a direct application basis as opposed to response to an RFP, should be on an annual basis as opposed to multi-year commitment and should be offered through registered Jordanian tour operators. In regards to budgets, it was agreed that contribution will be on a dollar for dollar basis, (50% by partner, 50% by ASEZA) up to a total ASEZA contribution of \$20,000, per source market per partner with partners at least matching ASEZA contribution.

Co-Operative Marketing

While traditionally ASEZA has provided for co-op marketing as a component of the charter airline incentive scheme, it does not include tour operator support for business development being undertaken that can increase visits on non-charter airlines or with tour operators or hotels targeting ASEZA's key priority markets or to take advantage of potential business opportunities resulting from business development being undertaken by the trade in opening new markets and supporting existing ones. The provision of such support is a feature of successful destination development and is required if ASEZA is to provide strategic support to development of tourism from the highest potential markets. Further it is accepted that in addition to supporting each operator and/or airline in developing tourism to Aqaba, it also increases targeted tourism awareness of Aqaba in key markets for half the cost to ASEZA and thereby supporting longer term growth potential.

Current Incentive Co-Op Marketing Support

The current incentive scheme allows for the following: ASEZA will pay US\$10,000 in the first year, an amount which the tour operator will match. ASEZA's contribution to co-op campaigns increases annually as follows with the tour operator again expected to put in the same amount as ASEZA.

PROPOSED CO-OP MARKETING SUPPORT FOR NON-CHARTER OPERATORS AND AIRLINES

Following consultation with JITOA and JITOA selected members; it was proposed that ASEZA co-op marketing support will be provided to stimulate demand for Aqaba in key source markets. Provision of support could be provided through applications to be made for co-op marketing support in key source markets and will be evaluated under clear support criteria. All contribution will be on a dollar for dollar basis up to a total ASEZA contribution of \$20,000, per source market per partner, i.e. in key markets where ASEZA deem there is sufficient growth potential, ASEZA may support campaigns with more than one partner.

Prequalification Conditions

The prospective partner should inform ASEZA of the start and finishing dates of proposed marketing projects together with a clearly outlined plan including target markets and mediums to be utilised and why.

All marketing projects should promote or include a minimum stay of FOUR nights in Aqaba (or two nights at Aqaba hotels, one in Wadi Rum and one night in Petra)

All partners will be requested to match the co-op scheme and provide proof of all costs.

A letter of commitment will be issued by ASEZA stating conditional approval.

Documents to be provided to ASEZA when applying for the scheme:

A formal letter requesting consideration for the scheme.

Criteria

Applicants could be reviewed based on the following criteria:

- **Section One**

Organization and Experience: Applicants will be evaluated based on the quality of their applications, history of organization & experience (ie international partner operators must have been operating for a minimum of four years, all local partner operators must be registered tour operators) and financial stability. Please depict the credentials of the organization and the pertinent experience points.

- **Section Two**

Technical Approach: The second section of the application is to identify the proposed project and clearly stating the usage of the total marketing project dollars. The applicant should clearly outline objectives and goals of the project, including partners, target market. Project details and timelines must be clearly defined and reasonable. Clear KPI's must be outlined to include potential growth in visitor numbers, length of stay and total overnights in Aqaba region. All campaigns should include promotion of a minimum of FOUR nights in Aqaba region (or minimum TWO nights in Aqaba, one in Wadi Rum and one in Petra).

- **Section Three**

Consistency with Aqaba Tourism Marketing Strategy: Applicants must clearly articulate compatibility with the Aqaba Tourism Marketing Strategy and outline the key areas that the intended project will support enhancement and/or deliverables of the strategy.

- **Section Four**

Budget: The project budget must be detailed and complete. Applicants must demonstrate rational tactics in preparing the budget. Costs must be well researched and reasonable, receiving the best value for the proposed budget. Applicants must demonstrate a fiscal accountability system that ensures the monies will be spent in the manner in which the co-op marketing application package indicates. All successful partners must provide proof including invoices and marketing materials and metrics within 30 days of marketing initiative launch.

- **Section Five**

Impact: Applicants must present how impact will be measured and provide clear benchmarks against which success will be measured. A brief report outlining results must be provided within 30 days of

marketing initiative completion. A brief report outlining results must be provided to ASEZA 11 months after campaign launch highlighting results realised in the form of actual results and bookings.

ANNEX 4

DRAFT JOB DESCRIPTION COMMUNICATIONS AND PR SPECIALIST

ASEZA Tourism Directorate Communications and PR Specialist

Objective

The objective of this role is to lead the development and implementation of an ASEZA Strategic Communications Strategy for Aqaba to ensure proper delivery of the destination brand and destination promise, to maximize the awareness of Aqaba as a destination and promote the experiences in Aqaba and within easy reach of Aqaba through both offline and online mediums. Preparing and delivering quality communications to the local industry through delivery of materials such as a newsletter is vital to increase the provision of information that aids tourism development decision-making.

Activities

- Develop and implement a strategic international destination communications strategy
- Develop and implement strategic social media campaigns in international markets
- Develop and implement a strategic trade communications strategy for local tourism industry
- Develop and distribute press releases directly, through the JTB network and through industry partners
- Develop and manage press conferences and events
- Develop and distribute a tourism newsletter to local and international tourism stakeholders
- Develop and manage media kits and materials
- Develop and manage a database of local and international media
- Gather and analyse all press coverage on Aqaba – offline and online

Qualifications and Professional Experience

- Strategic Communication or Media Management – with tourism or international services experience
- Social Media management experience is required, experience in the tourism sector a strong advantage
- Communications/media management experience within tourism sector an advantage
- Only candidates with strong spoken and written English as well as Arabic can be considered, a third language will be an advantage
- Experience in designing print and online materials an advantage
- Analytical and assessment experience of Media, PR and communications
- Knowledge and understanding of the international tourism industry and tourism media
- Strong stakeholder management
- Team player
- At least 3 years of work experience in the field
- University degree in a relevant field

ANNEX 5

CHARTER INCENTIVE TRACKING; attached



Project **Tourism Aqaba**

Title **Marketing Communications**

Author **ASEZA Tourism Directorate**

File Name **Newsletter Template**

Version **1.0**

Input **ASEZA, JTB, Industry, Media**

1. Background

Based on ASEZA experience and review of the level of coverage and knowledge on the depth of culture, experiences and product in and within easy reach of Aqaba is low. If Aqaba is to increase demand for the destination, increase visitor numbers and overnights in Aqaba and increase spend by visitors in and within easy reach of Aqaba, then raising awareness in an engaging format is critical.

2. Findings

Local trade - Very low to medium level of knowledge of experiences and product in and around Aqaba
“Authentic Experiences” awareness and representation low internationally

Aqaba seen as single interest only i.e. beach stay not under individual categories such as Adventure, Watersports, Food, Culture, Heritage etc.

Lack of knowledge of range of experiences in and within easy reach of Aqaba

Misperception of range of experiences in Wadi Rum, mainly limited to overnight and four wheel drive tours while experiences such as Zarb, star-gazing, Hejaz railway etc. limited

Little or no representation of historic or living culture in Wadi Rum and Aqaba

Limited mediums for distribution of information on news, developments, stories of interest distributed by ASEZA on a regular basis

Limited regular distribution of Aqaba tourism statistics distributed directly to local trade

3. Action

Produce a newsletter to be distributed through ASEZA, JTB, JTB MBRs, industry and media, online and offline. Include an additional section that includes local news, statistics and research for local trade.

New design newsletter to be developed by Ms. Hind xxx to replace Aqaba Seasons.

Statistics to be provided by ASEZA Tourism Directorate.

4. Audience

Whilst it is important to supply copyright free material to media, raising awareness amongst overseas representatives, local and overseas trade is imperative.

5. Copyright

In order that material can be distributed to media, be included on websites etc. it is imperative that ASEZA owns copyright to all material including images.

6. Accuracy

It is imperative that all material be checked by ASEZA for sensitivity and accuracy before going to print.

7. Content

7.1 Feature Story

A topic should be chosen for the feature story of each edition that communicates a particular theme such as Food, Culture, Adventure, Watersports etc.

Historic and cultural elements that are indigenous to Aqaba region and related to the topic should be communicated, highlighting why it's important to undertaking these experiences in Aqaba.

The feature story should include experiences related to the topic and examples of these.

Both interesting cultural and historic facts and experiences available to visitors should be included.

Websites and contact details should be included for experiences/products mentioned in editorial. Include these in Getting Out There Section.

7.2 Getting Out There

A section should be included on experiences/product relating to the topic. This information can be sought from the ASEZA Tourism Directorate Team as well as trade partners and service providers.

It is important that at least a month's notice is given to enable collection of information images etc.

A brief outline of the experience/product should be provided by stakeholders as well as contact and booking information.

7.3 In the Spotlight

This section should feature a celebrated person or entity in Aqaba region or a key individual involved in tourism related matters.

7.4 Aqaba Tourism News

General tourism news that is not necessarily related to the edition topic and can include information on Aqaba region news from around the world eg the special features or events in overseas markets.

7.5 Message from Chief Commissioner

The message of ASEZA and news should be communicated in this section.

8. Creative Approach

All feature stories should be written in line with ASEZA Brand.

Material should be presented from an experience perspective.

The look and feel of Newsletter should be in line with ASEZA Brand.

ANNEX 7

DRAFT AQABA EXPERIENCES BRIEF

Food

1. Sayyadeyeh
2. Zarb
3. Mansaf
4. Petra & Aqaba Kitchen
5. Tea with Bedouin
6. Arabic Coffee Demonstration
7. Tasting Arabic Sweets
8. Tasting Mezza
9. Tasting sugar cane juice
10. Seafood by the sea
11. Shrak Bread
12. Arabic Ice-cream
13. Dining under the stars in Wadi Rum
14. Enjoying a local feast in Aqaba Castle
15. Sunset dining on the Red Sea
16. Private dining on the beach
17. Attend an organized dinner in little Petra
18. Design and celebrate your special occasion
19. Shopping for local spices

Adventure

1. 4X4 drive in Wadi Rum
2. Diving with lion Fish
3. Ship wreck diving
4. Night diving
5. Tank wreck diving
6. Snorkeling
7. Banana boat
8. Parasailing
9. Kayaking
10. Kite surfing
11. Canoeing
12. Glass bottom boat
13. Submarine
14. Sailing
15. Biking
16. Hiking
17. Rock climbing
18. Hot air ballooning
19. Micro lighting
20. Ultra lighting
21. Sky diving
22. Running marathons
23. Swimming

24. Horse riding
25. Carte riding
26. Quad biking
27. Fishing Sail fish
28. Deep sea fishing
29. Bird watching
30. Water skiing
31. Board skiing
32. Jet skiing
33. Beach volleyball playing
34. Sand surfing
35. Star gazing
36. Camping in Wadi Rum
37. Meditation in Wadi Rum

Heritage & Culture

1. Meeting the locals in Petra
2. The Hijaz Steam Train
3. Tea with a Bedouin in Wadi Rum
4. Discovering Ayla
5. Visit the oldest Church in the World
6. Al Shareef Hussein House & the Aqaba Castle
7. Aqaba Heritage Museum
8. Henna Tattoo
9. The Arab Revolt Plaza
10. Salute the Arab Revolt Flag
11. Savor the sound of Arabic Culture
12. Semsemieh Heritage Group
13. Folkloric night at the Aqaba Castle
14. Al Samer Group at Wadi Rum
15. Petra by Night
16. Local market
17. Fish market
18. The Gladiators show in Petra
19. The Ayoubis show in Shobak
20. Souq by the Sea
21. Shopping for local handicrafts
22. Pick your own dates
23. Have a photo for yourself in local costumes
24. Design your sand bottle pattern
25. Purchase a local design at the Gold Market
26. Have your names in gold at the Gold Market

Nature

1. Bird Watching
2. Aqaba Marine Park
3. Star gazing
4. Take a photo with the stars in Wadi Rum
5. Meditation in Wadi Rum
6. Oryx in Wadi Rum

7. Photographing the changing light on the mountains
8. Contemplating the Sunset in Wadi Rum
9. Discovering the rock art in Wadi Rum
10. Discovering the Nabatian water system in Petra
11. Staying in an Eco-lodge
12. Exploring a Nature Reserve (Wadi Rum & Dana)
13. Enjoying Blue Flag beaches and Green Key facilities
14. Clean up beaches
15. Clean up diving

ANNEX 8

TOURISM DIRECTORATE MARKETING PLAN; attached

ANNEX 9

DIVE RELEASE TOPICS DRAFT

- Alex Mustard – European Wildlife Photographer of the Year 2013 visiting Aqaba
- Mark Elliott diving in Aqaba – (collaborate with Ashraf on details)
- DAN – Aqaba achieves DAN ranking
- Role of Marine Park and Transportation of coral relocation project
- Night Diving – soft coral species, closed waters, small colorful fish
- Aqaba Destination for diving beginners
- Shipwreck and Tank – one of 10 best shipwrecks in the world – as per awards and articles in pre-published articles
- Species available while diving in Aqaba, highlight when specifically – use hook of when a specific species is about to come into season
- Diving National Team – ASEZA initiated with dive centres and Marine Park, Jordanian Navy scheduled clean up dives around year – open to others to volunteer
- JREDS – Jordan Royal Association Marine Life – they have calendar of events – responsible to maintain Blue Flag in Aqaba
- Macro Diving – macro diving is specific to Aqaba and highlighted as important feature of diving in Aqaba

ANNEX 10

NORDIC MARKET PROFILE

Nordic Countries Market Profile

Overview

The Nordic countries are the third largest outbound travel market in Europe and are planning more holiday travels.

According to a Medieministriet Report, Nordic tourists spend more money than the average European tourist on accommodation, food and attractions while on holiday. They travel abroad more frequently than any other tourists in the world. Approximately 50% of all travels is outbound and is projected to increase in future years.

Nordic tourists have 5-6 weeks holiday each year and are frequent travelers internationally. They often take 3 successive weeks in the summertime, mainly in July and August, where they have time to travel abroad, in addition to a number of shorter trips throughout the year. Many non-Europe travel trips are taken in the winter months.

Nordic Countries

Sweden

Population: 9.4 million people

Capital: Stockholm (1.9 million people)

Vacation allowance: 6 weeks holiday each year

Norway

Population: 4.9 million people

Capital: Oslo (599,000 people)

Vacation allowance: 5-6 weeks holiday each year

Denmark

Population: 5.5 million people

Capital: Copenhagen (1,182,000 people)

Vacation allowance: 5-6 weeks holiday each year

Finland

Population: 5.4 million people

Capital: Helsinki (1,364,000 people)

Vacation allowance: 5-6 weeks holiday each year

Nordic Markets Travel Habits

They Prefer a Warm Climate

Nordic tourists are looking for a warm climate and cultural experiences when travelling, package tours and city breaks are especially popular. They are becoming more and more demanding and are increasingly looking for unique travel experiences.

Popular Destinations

The most popular destination for Nordic tourists is Spain but, there is an increasing interest in non-European countries. Holiday destinations such as Turkey, Bulgaria, Egypt and Tunisia are especially popular (though events in Egypt have had a negative impact on visits to Egypt), holiday destinations such as these countries is typically 15% cheaper than competing destinations and spending money will go further. Thailand is also a very popular destination outside Europe and Nordic tourists are among the most frequent travelers to Thailand relative to the countries' populations, mainly due to low prices for hotels and flights as well as the possibility for new experiences which is important for Nordic tourists. Approximately 1 in 4 go to a destination outside Europe, these visits are mainly taken in the winter months.

What do they want

Apart from climate there are five important factors when Nordic tourists choose a holiday destination

- Culture and local people
- Cleanliness
- Active holidays
- Shopping
- Restaurants

Table 1:XXXXXXXXXX

	Sweden	Denmark	Finland	Norway
Travel Forms	Package Tour City Break	Package Tour City Break	Package Tour City Break	Package Tour City Break
Important Factors	Climate Cleanliness Culture	Climate Culture Local People	Climate Culture	Climate Cleanliness Culture
Activities	Sunbathing Swimming Shopping	Relaxing Sightseeing Shopping Restaurants	Shopping Sports	Relaxing Shopping Sports
Preferred Travel	Air travel	Air travel	Air travel	Air travel

Source: Medieministeriet Report, 2011

Nordic Markets in Aqaba

Sweden

There has been a very significant 132% total increase in Swedish nights in Aqaba, with success being achieved across all hotel star categories. While this trend is extremely positive and highlights strong potential, the lack of availability of hotel rooms outside the five star category is a significant weakness for this market.

Table 2:XXXXXXXXXX

Hotel Category	Sweden Nights in Aqaba				
	2008	2009	2010	2011	2012
5 stars	6577	17442	27130	18423	14087
4 stars	4157	13623	14313	12460	7525
3 stars	554	2529	1228	2109	3884
2 stars	660	765	4055	2001	2166
1 stars	39	71	62	450	93
TOTAL	11,987	34,430	46,788	35,443	27,755

Source: ASEZA

Norway

Though based on a relatively low base, there has been a great increase of 683% between 2008 and 2012 with growth achieved in all hotel star ratings. The majority of Norway visitor nights are spent in five star hotels however, the lack of availability of hotels outside of the five star category could be an impediment to potential growth. Feedback from industry coupled with strong growth figures in the overall Norway outbound market suggest strong growth potential from Norway.

Table 3:XXXXXXXXXX

Hotel Category	Norway Nights in Aqaba				
	2008	2009	2010	2011	2012
5 stars	2156	4313	4870	12858	14907
4 stars	147	951	4883	7568	3974
3 stars	236	863	44	756	1206
2 stars	136	147	41	1694	922
1 stars	14	15	5	137	34
TOTAL	2,689	6,289	9,843	23,013	21,043

Source: ASEZA

Finland

Relatively new markets in overnight terms for Aqaba, Finland's overnights have achieved enormous growth success between 2008 and 2012 with 4502% growth. While the largest percentage of Finland nights were in the five star category, a very significant number of nights were represented in the four star category, suggesting if full potential is to be achieved from the Finland market the current availability of hotel rooms outside of the five star category could be an impediment to reach full potential.

Table 4:XXXXXXX

Hotel Category	Finland Nights in Aqaba				
	2008	2009	2010	2011	2012
5 stars	164	516	500	4071	10501
4 stars	109	222	257	2608	6062
3 stars	23	122	282	727	517
2 stars	47	88	223	268	60
1 stars	30	1	26	166	25
TOTAL	373	949	1,288	7,840	17,165

Source: ASEZA

Target Segments

Travel Trade Sweden

Major Tour Operators

Ving Sverige, owned by Thomas Cook (30% market share) <http://www.ving.se>

Fritidsresor, owned by TUI Travel (30% market share) <http://www.fritidsresor.se>

Apollo Resor, owned by Kuoni (20% market share) <http://www.apollo.se>

Niche Tour Operators

Niche tour operators focus on one or a few markets, for example adventure, culture, diving, nature, spa or a specific region. Swedish niche tour operators often work together with inbound tour operators, but do also approach local tourism service providers directly, depending on the destination and local knowledge levels. If they do not know the destination well, they will prefer to work with an inbound tour operator.

Sun and Beach

Airtours – www.airtours.se - tour operator specialized in sun and beach holidays, currently only in Mediterranean countries

Apollo Resor – www.apollo.se - large charter tour operator of worldwide sun and beach holidays

Fritidsresor – www.fritidsresor.se - large charter tour operator that offers worldwide sun and beach holidays

Globetrotter – www.globetrotter.se - worldwide sun and beach holidays (Thomas Cook)

Oden Resor – www.odenresor.se - travel agency that offers many sun and beach holiday packages

Solresor – www.solresor.se - tour operator of worldwide sun and beach holidays

Travelbeyond – www.travelbeyond.se - tour operator that organizes sun and beach holidays

Ving Sverige – www.ving.se - large charter tour operator that offers sun and beach holidays

Culture

Explore Tours – www.exploretours.se - worldwide cultural tour operator with a focus on meeting local people and fair and sustainable travel

Favorit Resor – <http://www.favoritresor.se> - specialized in cultural trips like music, art, architecture, gardens and wine and gourmet within Europe and the Middle East

Iventus Travel – <http://iventustravel.se> - tour operator specialized in art and culture travel to Eastern Europe, the Middle East and Asia

King Tours – <http://kingtours.se> - tour operator specialized in cultural trips to the Middle East

Tanga Tours – <http://tangatours.se> - specialized in cultural holidays in the Caucasus region and the Middle East.

Tema Resor – <http://temaresor.se> - specialized in cultural theme holidays, part of TUI Travel

Adventure

Carpe Adventures – www.carpeadventures.se - worldwide adventure tour operator

Dyk & Resespecialisten – www.dykresespecialisten.se - specialized in diving trips around the world
Diving Travel – www.divingtravel.se - tour operator specialized in diving holidays, mainly to developing tourism countries
P& H Travel – www.phtravel.se - specialized in diving holidays
Wiresor – www.woresor.se - specialized in hiking holidays.

ANNEX 11

AQABA BRAND QUESTIONNAIRE



USAID

FROM THE AMERICAN PEOPLE

USAID Economic Growth Through
Sustainable Tourism Project



سلطة منطقة العقبة الاقتصادية الخاصة
AQABA SPECIAL ECONOMIC ZONE AUTHORITY

AQABA VISITOR'S PERCEPTION AUDIT QUESTIONNAIRE

LOCATION: _____ DATE _____

1. Nationality? _____ Resident where? _____
2. Age Group
☐ (18 – 25), ☐ (26 – 35), ☐ (36 – 50), ☐ (51 – 65), ☐ 65+
3. Gender
☐ Female ☐ Male
4. How and from where did you come from?
☐ Charter flight, from _____
☐ Scheduled flight, from _____
☐ Bus, from _____
☐ Group tour, from _____
☐ Cruise ship, from _____
☐ Private car, from _____
5. Who are you traveling with?
☐ Solo ☐ Spouse ☐ Family ☐ Partner ☐ Friends
6. During this visit, how many nights will be spent in Aqaba? _____
7. What influenced your decision to come to Aqaba? *(tick as all relevant)*
☐ Marketing promotion ☐ Friends and/or relatives recommendations
☐ Guide books ☐ Travel agency/tour operator ☐ Hotel package
☐ Price ☐ Other _____
8. Purpose of visit *(tick all relevant)*

- ☐ Cultural/Historical ☐ Sun/Sand ☐ Diving ☐ Business
☐ Other_____

5. What activities did you/do you plan to undertake during your visit? (tick as many as appropriate)

- ☐ Diving ☐ Snorkeling ☐ Other watersports/water activities _____
☐ Petra visit ☐ Overnight Wadi Rum ☐ Wadi Rum tour ☐ Aerosports
☐ Archaeological / Historical sites in Aqaba city ☐ Bird sanctuary Shopping
☐ Relaxation ☐

6. How did you purchase your trip to Aqaba?

- ☐ Online ☐ Tour operator ☐ Travel agency ☐ Cruise company
☐ Hotel in Aqaba ☐ Other _____

6. Did you visit/do you plan to visit anywhere else in Jordan besides Aqaba?

- ☐ Yes ☐ No If yes, where _____

7. What was your most favorite experience and/or destination in Aqaba and/or Wadi Rum? Why?

8. What was your least favorite experience and/or destination in Aqaba and/or Wadi Rum? Why?

9. What were your expectations of Aqaba before you arrived?

10. Overall satisfaction levels of visit

- ☐ Exceeded expectations ☐ Met expectations ☐ Did not meet expectations

Why? (optional)_____

11. How likely are you to recommend Aqaba to your friends and family?

- ☐ Very likely ☐ Quite likely ☐ Likely ☐ Quite unlikely ☐ Very unlikely

12. How likely are you to visit Aqaba again?

- ☐ Very likely ☐ Quite likely ☐ Likely ☐ Quite unlikely ☐ Very unlikely

ANY OTHER COMMENTS

Scope of Work

Activity Name	: Support Aqaba Destination Promotion
SOW No. & Title	: C5 Support development of Aqaba digital promotion activities
Version	: Original
SOW Date	: Feb 4, 2014
Start Date	: Feb 10, 2014
End Date	: Mar 31, 2014
Total LOE	: 33 Days
Consultant's Name	: Chris Seek

I. BACKGROUND TO THE CONSULTANCY

Despite boasting with unique selling points compared to many other sea-side destinations, and especially on the Red Sea, Aqaba is still an underperforming tourism destination nationally and when compared to similar destinations regionally and internationally.

In terms of length of stay for visitors, Aqaba's 5-year high was in 2012 with 2.17 nights compared to Jordan's average of almost 4 nights and at least 5 nights for similar sea-side destinations. In terms of number of overnight visitors, Aqaba's performance over the past 5 years was almost flat, with min peak of 43500 in 2008 and 507000 in 2010. Sharm, for example, accommodated over 2 million overnight visitors. By 2015, over 1600 rooms will be added to the current 4000 inventory in Aqaba. the 40% increase, mainly in 4 and 5* categories, will seriously lower the already very low occupancy rates by if the same, almost flat, number of visitors are maintained. This will seriously hinder any future investment plans in Aqaba and undermine existing ones.

BACKGROUND

Overview

Tourism is a key driver of Jordan's economy; currently it is the single largest employer and the highest generator of foreign exchange. The potential for economic and social development stemming from tourism is high, particularly because Jordan has such stunning natural landscape, world-class historic and religious sites, and a fascinating cultural heritage. In order to grow and reap greater benefits from tourism, the USAID Jordan Economic Growth Through Sustainable Tourism Project will work with government, private sector and local communities to develop Jordan's tourism sector to ensure quality, competitiveness and sustainability.

Jordan Tourism Development Project

The USAID Economic Growth Through Sustainable Tourism Project in Jordan (2013-2014) builds on foundations and initiatives started under the first USAID Jordan Tourism Development Project (Siyaha) (2005-2008) and the second USAID Jordan Tourism Development Project (2008-2013), replicating their successful models and introducing new initiatives in response to industry needs. It is expanding tourism activities to economically disadvantaged areas where tourism opportunities exist, namely Tafileh and Ajloun, contributing to poverty alleviation and increasing employment opportunities. The project also assists the private sector to open new tourism markets and strengthen their presence in existing source markets.

The key objectives of this work are:

1. Increase employment of Jordanians, particularly youth and women, in tourism and hospitality;
2. Enhance Jordan's image in key source markets to increase tourism demand;
3. Improve conservation and management practices, and interpretation of cultural sites.

SNAP SHOT OF AQABA PERFORMANCE FOR THE YEARS 2008

Currently, there is an active development effort in Aqaba from large corporations that will add 9 hotels for an increase of 1600 hotel rooms in the five star category, expected to open over the coming 24 months. This increase in the total supply of rooms in Aqaba will demand an influx of around 190 thousand new visitors just to keep up with current occupancy rates.

	2008	2009	2010	2011	2012
Overnight Visitors	435838	473419	507111	464067	481365
Length of Stay	2.08	2.11	2.13	2.09	2.17
Bed Nights	812801	896977	1014218	985416	1010451
Room Occupancy	46%	44%	48%	47%	48%
Jordan Bed Nights	17%	23%	22%	25%	21%
Charter Arrivals	62540	63451	73560	65213	74781
Cruise Arrivals	41270	47478	74438	71276	78964

The underperformance is contributed to many factors across the supply chain, but most importantly are the ones related to marketing, and specifically related to boosting the awareness, increasing consideration levels and converting that into intent and actual bookings. Some of these challenges are related to lack of appropriate

Developments	Hotels	Hotel Rooms			
		2014	2015	2016	2017-2020
Saraya	4		1,150		
Ayla Oasis	5		460	800	300
Marriott	1			264	
Marsa Zayed	8				3,000
Tala Bay	5				1,750
Other	15	180			500
Total	43	180	1,610	1,064	5,550
New Employees Needed		270	3,220	2,128	8,300

marketing budget; yet, the main issue is the absence of clear and up-to-date digital and social media marketing plan with inadequate number of qualified and experienced destination marketing and communications staff capable of successful implementation.

USAID tourism project (JTDII) has supported ASEZA in developing an Updated Marketing Strategy 2013-2015 and a Marketing Implementation Plan, and are currently supporting the development of market specific implementation plans for primary and secondary markets. While training and capacity building programs in digital tourism have been delivered across Jordan, specific support in developing a ready to implement digital tourism plan, developing and implementing measurable online campaigns targeted to priority markets as well as ASEZA Tourism Directorate capacity building through training, knowledge transfer and participative planning is required.

II. OBJECTIVE OF THE CONSULTANCYS

The objective of this consultancy is fivefold. 1) Develop a ready to implement Aqaba Digital Marketing and Communications Plan as strategic and primary tool to market, promote and convert business to Aqaba from key source markets; 2) develop concept and RFP document for a targeted and measurable online campaign that leverages the private sector's interest and willingness to market Aqaba 3) develop capacity of the ASEZA

Tourism Directorate, via knowledge transfer basis and dedicated workshops, to use online and social media channels to promote and market Aqaba; 4) Assess key Aqaba tourism trade's capacity in digital and social media for the purpose of promotion and sales, and develop recommendations for improvement; and 5) develop RFP to revamp Aqaba and Wadi Rum website.

These activities will be developed with active participation by ASEZA tourism team on knowledge transfer basis.

III. SPECIFIC ACTIVITIES

The Consultant shall use his/her education, considerable experience, and additional understanding gleaned from the reading materials and interviews to:

Objective 1: Develop a Ready to Implement, Aqaba Digital Marketing and Communications Plan:

Aimed at increasing awareness and conversion to sales in Aqaba's primary and secondary focus markets through digital and social media, and aligned with Aqaba tourism marketing strategy and integrated in the overall specific key source markets marketing plans, the intended plan needs to address purchase cycle at all phases with specific attention to conversion and user generated content (UGC) to increase targeted content distribution in key markets. Specifically, the consultant, utilizing knowledge transfer basis, will:

- Review Aqaba marketing stagey and plans
- Review current and past online activities, websites, online tourism information and campaigns.
- Conduct a digital and social media competitive analysis of three of Aqaba's competing destinations (ASEZA to name)
- Identify and create target market online personas based on existing Aqaba marketing strategy and plans
- Facilitate focus group meetings and discussions with private sector, for the purpose of presenting the draft digital marketing and communications plan and finalizing the plan with their input.
- Develop ASEZA's digital marketing and communications goals, conversion paths, and key performance indicators (KPIs) and set up reporting dashboards with baseline data obtained from Google analytics and social media metrics
- Conduct a keyword analysis to identify and prioritize targeted keywords for search engine optimization and pay-per-click advertising campaigns
- Develop a 12 month editorial calendar to guide content development for ASEZAs website, blog, social media, and e-marketing newsletters based on keyword analysis and target market online personas
- Develop ASEZA's social media strategy and management plans for Facebook, Twitter, Trip Advisor, Instagram, YouTube, Pinterest, Google+, Flickr, and Foursquare
- Develop ASEZA's e-marketing strategy and management plan including the development of e-newsletters and email workflows

- Develop recommendations for reaching target audiences through online brand banner and keyword advertisements using display ads, pay-per-click (PPC) advertising, retargeting, and social media advertising.
- Finalize based on input from ASEZA and USAID Tourism Project

Objective 2: Development of Cooperative Digital Marketing Campaign Concepts and RFP document

- Review previous campaigns developed by ASEZA or the private sector specifically for Aqaba.
- Participative planning sessions with the Tourism Directorate Team.
- Facilitate focus group meetings and discussions that will be organized by ASEZA with the trade, for the purpose of campaign concept development.
- Based on input, develop concept for review and remarks from ASEZA and USAID Tourism Project, and finalize accordingly
- Develop Request for Proposals for digital and social media advertising companies to develop and implement the campaign
- Develop campaign communication materials to be used to solicit cooperative support from the private sector that outlines campaign concept and opportunities for participation
- Finalize based on input from ASEZA and USAID Tourism Project

Objective 3: Develop ASEZA Tourism Directorate Online and Social Media Capacity

- Develop a digital and social media operational manual that outlines best practices, policies, and procedures for implementing the Aqaba digital marketing and communications plan.
- Prepare for and deliver a total of 24 training hours on marketing and selling destinations through digital and social media channels targeted at the Tourism Directorate team to develop and deliver online and social media projects and activities.

Objective 4: Assess Aqaba's tourism trade capacity in Digital and Social Media

- Review and assess existing websites and social media channels for the selected service providers (up to 15)
- Develop detailed analysis for the existing channels
- Meet, one on one, with the selected service providers to discuss the report, and assess the "capabilities of the team overlooking these channels
- Based on the meetings, finalize the assessment report with recommend improvements, upgrades and actions to bring the level of the tools and channels to best international standards, thus enable the business to effectively reach and sell to their target audiences

Objective 5: develop RFP to Revamp Aqaba and Wadi Rum Website

- Review ASEZA's new draft website outline and desired website functionality
- Work with ASEZA's marketing team to finalize website outlines, wireframes, technical requirements,

- Develop RFPs for revamping and updating ASEZA website (Aqaba and Wadi Rum), according to international best practices, where social media and UGC and reviews are key components

IV. OUTPUTS

- Digital and social media competitive analysis of three of Aqaba's competing destinations
- Ready to Implement, Aqaba Digital Marketing and Communications Plan
- RFPs for redesigned Aqaba.jo and wadirum.jo websites
- Cooperative Digital Marketing Campaign Concepts, RFP, and private sector communication materials
- ASEZA Digital and Social media operational manual
- Training materials to be used to develop ASEZA Tourism Directorate online and social media capacity
- Online marketing analysis reports for up to 15 selected service providers
- Training materials to be used during one on one training with up to 15 selected service providers
- Report that summarizes:
 - Consultative process with ASEZA and private sector to finalize the Aqaba Digital Marketing Communications Plan, and Cooperative Campaign Concepts
 - Capacity building activities with ASEZA and private sector
- Mission debrief report, not to exceed 2 pages

V. READING MATERIALS

The Consultant shall read, but is not limited to, the following materials related to fully understand the work specified under this consultancy:

- National Tourism Strategy 2011 – 2015;
- Updated Aqaba Destination Marketing Strategy 2010 – 2015 and Action Plan;
- ASEZA Co-op marketing scheme;
- USAID Tourism Project design proposal;
- Market Profiles
- Market Implementation Plans

VI. INTERVIEWS

The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- H.E. Chief Commissioner, ASEZA;
- H.E. Commissioner for Economic Development & Investment Affairs, ASEZA;
- Director of Tourism, ASEZA;
- The Tourism Directorate Team, ASEZA;
- Managing Director of JTB;
- Chairman and Board of JTOA;
- Ibrahim Osta, Tourism Project Chief of Party;

- USAID Economic Growth Through Sustainable Tourism Component Leaders and relevant consultants;
- Industry representatives;
- Others as necessary.

VII. TIME FRAME AND LEVEL OF EFFORT FOR THE CONSULTANCY

Unless otherwise specified in writing, the time frame for this consultancy is as allocated below:

Start	End	US	Field	3 rd Country	Travel	Total
February 10, 2014	March 31, 2014	21	10		2	33
	TOTAL					33

Detailed description of level of effort for activities and Outputs

ACTIVITY	DAYS	LOCATION	DATE
Review of existing tourism strategies, reports, and ASEZA's new website draft outlines	1	US	
Development of draft Aqaba Digital Marketing and Communications Plan and stakeholder facilitation process to finalize plan	3	US	
Development of draft Aqaba and Wadi Rum website outlines, wireframes, and technical requirements for RFP	2	US	
Development of draft digital cooperative marketing campaign concepts and stakeholder facilitation process to finalize campaign concepts	1	US	
Development of draft ASEZA digital and social media operations manual	1	US	
Development of ASEZA capacity building training materials	2	US	
Digital marketing analysis and reports of 15 Aqaba Service providers	5	US	
Development of Aqaba service providers capacity building training materials	1	US	
Training to ASEZA Tourism Directorate team	4	JORDAN	12 – 24 MARCH – 5 WORKING DAYS A WEEK
Full day workshop with private sector in Aqaba to: 1) Introduce draft ASEZA marketing and communications plan, website concepts, and campaign concepts. 2) Facilitate process to obtain private sector input to finalize plans and concepts	1	JORDAN	
One on One meetings with 15 service providers to review analysis reports and provide training	5	JORDAN	
Finalize Aqaba Digital Marketing and Communications Plan	1	US	
Finalize Wadi Rum website outlines, wireframes, and technical requirements for RFP	1	US	
Finalize digital cooperative marketing campaign concepts and private sector communications materials to solicit participation	1	US	
Finalize ASEZA digital and social media operations manual	1	US	
End of Assignment Report Writing	1	US	

VIII. CONSULTANT QUALIFICATIONS AND PROFESSIONAL EXPERIENCE.

The Consultant shall have the following minimum qualifications:

- Strategic digital tourism marketing planning and implementation experience;
- At least 5 years of work experience developing and implementing digital tourism marketing plans;
- At least 3 years of work experience developing, implementing and measuring online tourism campaigns in multiple countries and in multi-languages.
- University degree in a relevant field.

ANNEX 13

SOW KHIA INFORMATION CENTRE DESIGN CONSULTANT

Scope of Work

Activity Name : Support Aqaba Destination Promotion
 SOW No. & Title : C5-08 Design a tourist information center at the King Hussein International Airport (KHIA)
 Version : Original
 SOW Date : December 27, 2013
 Start Date : TBA
 End Date : TBA
 Total LOE : 10 days, 10 Home
 Based, in Jordan
 Consultant's Name : Rima Qunsol

IX. BACKGROUND TO THE CONSULTANCY

The USAID Economic Growth Through Sustainable Tourism Project is responding to ASEZA's request to develop interior designs and tender documents for a newly planned Visitor Information Center (VIC) at King Hussein International Airport (KHIA) in line with the renovation of the arrival lounge.

The planned visitor information center (VIC) at KHIA will provide visitors with needed information on the area's attractions, lodgings, maps, and help answer questions and inquires and provide advice and recommendations to incoming visitors at the point of arrival.

X. OBJECTIVE OF THE CONSULTANCY

The objective of this assignment is to develop interior designs working drawings and tender documents for bidding for the new VIC at KHIA.

XI. SPECIFIC ACTIVITIES

- Meet with Commissioner for Economic Development & Investment Affairs as well

BACKGROUND

Overview

Tourism is a key driver of Jordan's economy; currently it is the single largest employer and the highest generator of foreign exchange. The potential for economic and social development stemming from tourism is high, particularly because Jordan has such stunning natural landscape, world-class historic and religious sites, and a fascinating cultural heritage. In order to grow and reap greater benefits from tourism, the USAID Jordan Economic Growth Through Sustainable Tourism Project will work with government, private sector and local communities to develop Jordan's tourism sector to ensure quality, competitiveness and sustainability.

Jordan Tourism Development Project

The USAID Economic Growth Through Sustainable Tourism Project in Jordan (2013-2014) builds on foundations and initiatives started under the first USAID Jordan Tourism Development Project (Siyaha) (2005-2008) and the second USAID Jordan Tourism Development Project (2008-2013), replicating their successful models and introducing new initiatives in response to industry needs. It is expanding tourism activities to economically disadvantaged areas where tourism opportunities exist, namely Tafileh and Ajloun, contributing to poverty alleviation and increasing employment opportunities. The project also assists the private sector to open new tourism markets and strengthen their presence in existing source markets.

The key objectives of this work are:

4. Increase employment of Jordanians, particularly youth and women, in tourism and hospitality;
5. Enhance Jordan's image in key source markets to increase tourism demand;
6. Improve conservation and management

as head of tourism directorate at ASEZA to identify their key requirements

- Conduct site visit to the location of the planned VIC, with ASEZA team
- Discuss and identify the general direction of design, including input from USAID Tourism Project consultant working with ASEZA team
- Develop conceptual designs for input and approval from USAID Tourism Project and ASEZA
- Develop the designs based on input from all stakeholders
- Develop a final design package with detailed drawings and tender documents. The tender documents and their language need to be in accordance with ASEZA's procurement guidelines. The consultant is to contact ASEZA, through USAID Tourism Project, and get all necessary information regarding their regulations for tender documents deliverables (including language requirements, specifications of brands permissions, ...etc.)
- Conduct up to three supervision visits (one-day-trip) during the construction.

XII. OUTPUTS

1. Conceptual design for the proposed VIC at the KHIA, including plans, interior elevations, sketches, materials and color mood boards...etc.
2. Based on feedback on the above, proceed with a full proposed design package with all relevant details, and do all necessary revisions to obtain a final approval on the design from USAID tourism project and ASEZA.
3. Based on the approval of the above, produce complete detailed working drawings, priced and un-priced Bill of Quantities, Books of Specifications and all necessary tender documents to enable ASEZA to successfully bid and award the project.
4. To respond to any queries arising tendering or construction phases and provide full design support till the successful handover of the project. A minimum of 3 site visits are expected.

All outputs should be completely and successfully delivered by TBA

XIII. READING MATERIALS

The Consultant shall read, but is not limited to, the following materials related to fully understand the work specified under this consultancy:

- Aqaba Branding Guidelines;
- Updated Aqaba Destination Marketing Strategy 2010 – 2015 and Action Plan;

XIV. INTERVIEWS

The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- H.E. Commissioner for Economic Development & Investment Affairs, ASEZA; Director of Tourism, ASEZA;
- Ibrahim Osta, Tourism Project Chief of Party;
- Zaid Masannat, Creative Director/Senior Architect, USAID Tourism Project
- Amjad Sawalha, Component leader, USAID Tourism Project
- Designated ASEZA officials
- Designated KHIA officials

- Others as necessary

XV. TIME FRAME AND LEVEL OF EFFORT FOR THE CONSULTANCY

Unless otherwise specified in writing, the time frame for this consultancy is as allocated below:

Output	Start	End	US	Field	3rd Country	Travel	Total
Conceptual Design	Day 1	Day 21	0	3	0	0	3
Design Development	Day 22	Day 36	0	4	0	0	4
Construction and tender documents	Day 37	Day 52	0	3	0	0	3
		TOTAL					10

***Note:** *The commencement of a phase is contingent upon obtaining written approvals on the previous phase.*

XVI. CONSULTANT QUALIFICATIONS AND PROFESSIONAL EXPERIENCE.

Qualifications

The Consultant shall have the following minimum qualifications:

- Bachelor's degree in architecture and/or interior design.

Professional experience

- Development of designs, illustrations, CAD and Adobe
- At least 15 years of work experience
- Experience managing teams and budgets

ANNEX 14

KHIA SCHEMATIC DESIGNS; attached

ANNEX 15

UK, GERMANY, FRANCE DIVE OPERATORS & ASSOCIATIONS; attached

ANNEX 16

CHARTER INCENTIVE BUDGETS; attached